INTEGRATED DEVELOPMENT PLAN

DRAFT DOCUMENT 2014-15

XHARIEP DISTRICT MUNICIPALITY

PART ONE: PRE- PLANNING PHASE

1. INTRODUCTION

Following the provisions of the Municipal Structures Act (Act 117 of 1998) and proclamation in the Provincial Gazette, Notice No. 184, issued on 28 September 2000, the Xhariep municipality, (DC16), was established as a category "C" (district type) municipality in December 2000, and is made up of the following local municipalities:

- Kopanong Local Municipality,
- Mohokare Local Municipality,
- Letsemeng Local Municipality, and
- Naledi Local Municipality (Only included after 2011 Local Government Elections)

In line with the requirements of the Municipal Systems Act – 2000 (hereinafter referred to as the Systems Act), read in conjunction with its Regulations passed in 2001 (hereinafter referred to as the Regulations), Xhariep District municipality prepared and adopted its 3rd integrated development plan (IDP) in August 2005. The IDP is the principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision making of the municipality. It therefore supersedes all other plans of the municipality.

Accordingly, section 34 of the Systems Act provides for the annual review of the IDP. It says that the municipality must review its IDP:

i. *Annually in accordance with an assessment of its performance measurements (agreed performance indicators and targets);*

ii. *To the extent that changing circumstances so demand.*

A full planning-implementation cycle of at least a year has now lapsed since the adoption of the Xhariep IDP and development circumstances on the ground have changed in relation to demographic planning information, institutional challenges, economic development, service delivery status and community priority needs. Therefore, a review is warranted.

As a district municipality, Xhariep is also expected by the regulations to adopt a process plan and a framework for guiding IDP formulation in the district

DISTRICT FRAMEWORK

Introduction

Section 84(1) (a) of the Local Government Municipal Structures Act of 1998 provides that a District Municipality is responsible for the Integrated Development Planning (IDP) for the district municipality as a whole including a framework for the IDP's for Local Municipalities within the area of the district municipality.

In accordance to the said Section 84 of the Municipal Structures Act and 27(1) of the Municipal Systems Act of 2000, the District Municipality must adopt a framework for integrated development planning that will inform the IDP's of:

The Xhariep District Municipality and all Local Municipalities, *i.e*

- Letsemeng
- Kopanong
- Mohokare
- Naledi

The framework binds the district municipality and all local municipalities. The purpose of the plan according to Section 27(2) of the Systems Act is the following:

- Identify the plans and planning requirements in terms of national and
- provincial legislation and policies;
- Identify matters that require alignment;
- Specify principles to be applied;
- Determine procedures for consultation between the district municipality and
- local municipalities;
- Determine procedures to effect all amendments to the framework; and
- Determine timeframes for all alignment matters.



2.1 Framework Programme with Time Frames

The district municipality is responsible for ensuring smooth coordination of local municipal IDP's and their alignment with the district IDP through accessing information needed. The following table represents the activities undertaken to compile this IDP and timeframes binding all other 4 Local Municipalities.

Phase	Alignment Activity	With whom	By when
1. Review & re-alignment process on priorities, objectives & strategies	a) Data collection from sector departments; b) Joint decision on Localized strategies.	Affected departments & all LM's	November 2013 – January 2014
2. Projects	a) Technical inputs on projects & programme formulation.	All LM's	January 2014
3. Integration	a) Sector alignment & integration.	All LM's	January – February 2014
4. Approval	a) Submission of comments on draft IDP; b) LM IDP summaries; c) Public hearing & MEC review, if any.	All LM's	March 2014

2.2 Issues, Mechanisms and Procedures for Alignment and Consultation

The IDP is a local process, which requires the input and support from other spheres of government in different stages. The alignment took place between municipalities and the district municipality to ensure that their planning process and issues are coordinated and addressed jointly. The district has the responsibility to ensure that alignment between the local municipalities takes place.

The alignment also took place between local government (communities/district) and other spheres of government, through local municipalities' IDP's so that the district's IDP could be an informed document. Some provincial government departments provided information whilst the Department of Cooperative Governance and Traditional Affairs (Cogta) provided their support by forwarding guidelines on how to develop credible IDP's.

The provincial Spatial Planning directorate's support towards the development of Xhariep District Municipality's Spatial Development Framework was quite astonishing.

List of Role Players

- Department of Cooperative Governance and Traditional Affairs
- Department of Rural development and Human Settlements
- Department of Water Affairs
- Department of Tourism and Environmental Affairs
- Department of Trade and Industry (DTI)
- Department of Social Development (DoS)
- Department of Police ,Roads and Transport
- Department of Agriculture (DoA)
- Department of Health (DoH)
- Department of Communication
- Department of Education (DoE)
- Department of Energy
- Free State Premiers Office
- Local Municipalities

Service Providers:

Regional service providers or representatives of the following primary services providers must be engaged:

- Eskom
- CENTLEC
- Telkom
- Transnet
- Bloem-Water
- MTN
- Vodacom
- Cell-C
- SABC
- Land Bank
- Free State Development Co-operation
- SEDA

2.3 Communication Mechanism

The alignment procedure and mechanisms necessitated communication links to be set up between the district and local municipalities, between districts and other stakeholders and role players as well as within the local municipal units. The following communication mechanisms were identified:

- Fax and/or E-mail
- Telephone
- Meetings and workshops

2.4 Establishment of Structures

The role-players identified above constitute the forum for district level events within the IDP process. The desirable outcome of each event will determine which department and service provider to be invited according to the needs of the municipalities.

2.5 Logistic arrangements

In order to ensure the smooth, effective and timeous completion of the process the following arrangements would be applied:

- All meetings and workshops would be held in Trompsburg. (Unless otherwise stipulated)
- Timeous notices would be sent to all invited stakeholders;
- The IDP Manager/Municipal Manager would be responsible for the sending of invitations and arrangements of meetings and workshops;
- Transport arrangements would have to be provided for civil society/participants or alternatively transport cost provided or transport cost paid;
- Food and refreshments would only be provided when needed;
- Advertisements would be placed in all local newspapers to ensure the kick-off of the process and to invite final comments on the draft document; and
- The draft reviewed IDP document would be sent to all provincial departments and service providers and applicable national government departments for comments before final approval by council.

2.6 National legislation applicable to the functions of Local Government

National Legislation	Summary/Scope of Legislation
GENERAL MANAGEMENT	
Constitution of South Africa (Act 108 of 1996)	a) To introduce a new constitution for the Republic of South Africa and to provide matters incidental thereto.
Local Government: Municipal Systems Act,2000 as amended **To be read with:** Local Government: Municipal Planning and Performance Management Regulations, 2001	a) To give effect to "developmental Local Government b) To set principles, mechanisms and processes to promote social and economic development of communities and to ensure access to affordable services for all. c) To set a framework for planning, performance management, resource mobilization and organizational change and community participation.
Local Government: Municipal Structures Act, 1998 as amended	a) To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipalities, the division of powers and functions between municipalities and appropriate electoral systems. b) To regulate internal systems, structures and office-bearers.
Consumer Affairs (Unfair Business Practices) Act, 1996	a) To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers.
Local Government Cross-boundary Municipal Act, 2000	a) To authorize the establishment of cross-boundary municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith.
Local Government: Municipal Demarcation Act, 1998	a) To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities.
Local Government: Municipal Electoral Act, 2000	a) To regulate municipal elections. b) To amend certain laws and to provide for matters connected therewith.
Organized Local Government, 1997	a) To provide for the recognition of national and provincial organizations representing the different categories of municipalities and the designation of representatives to participate in the National

	Council of Provinces.
Promotion of Local Government Affairs Act, 1983	a) To provide for the coordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be coordinated.
Local Government: Transition Act, 1993 (Repealed except Section 10G, i.e. Financial provisions)	a) To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of councillors and officials.
Occupational Health & Safety Act, 1993	a) To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place.
Promotion of Access to Information Act, 2000	a) To control and regulate the right of all persons to information.
Promotion of Fair Administrative Justice Act, 2000	a) To give effect to the right to administrative act that is lawful, reasonable and procedurally fair in terms of the Constitution of the Republic of South Africa.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	a) To give effect to Section 9 to be read with Section 23(1) of Schedule 6 of the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment. b) To promote equality and to eliminate unfair discrimination and prevent and prohibit hate speech and to provide for matters connected therewith.
White Paper on Local Government, 1995 **To be read with:** A Policy Paper on Integrated Development Planning, 2000	a) Spells out the framework and programme in terms of which the existing local government system will be transformed. b) Establishes the basis for a system of local government which is centrally concerned with working with citizens and communities to find sustainable ways to meet their needs and improve the quality of their lives.
FINANCE	
Appropriation of Revenue Act, 2000	a) To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for the 2000/2001 financial year and for matters connected therewith.
Business Act, 1991	a) To repeal certain laws regarding the licensing of businesses. b) To provide for the licensing and operation of certain businesses, shop hours and related matters.
Debt Collection Act, 1998	a) To provide for controlled debt collection.

Income Tax Act, 1962	a) To provide for the payment of taxes on incomes of persons and axes on donations.
Insolvency Act, 1936	a) To consolidate and amend the law relating to insolvent persons and their estates.
Local Authorities Capital Development Fund Ordinance, 1978 **To be read with** Local Government Affairs Second Amendment Act, 1993	a) To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto.
Municipal Accountants Act, 1988	a) To provide for the establishment of a Board for Municipal Accountants and for the registration of Municipal Accountants and the control of their profession.
Local Government: Municipal Finance Management Act, 2003	a) To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiently and effectively to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith.
Pension Benefits for Councillors of Local Authorities Act, 1987	a) To provide for pension benefits for councillors.
Public Finance Management Act, 1999	a) To regulate financial management in the national and provincial government and *inter alia*, provincial public entities.
Prescribed Rate of Interest Act, 1975	a) To prescribe and regulate the levying of interest from debtors.
Value Added Tax Act, 1991	a) To provide for the taxation in respect of the supply of goods and services.
Reporting by Public Entities Act, 1992	a) To provide for the reporting to parliament by public entities.
Local Government : property Rates Act, 2004	a) To regulate general property valuation.

ADMINISTRATION/CORPORATE AND LEGAL SERVICES	
Electoral Act, 1998	a) To manage and regulate elections on national, provincial and local government level.
Expropriation Act, 1975	a) To provide for the expropriation of land and other property for public and certain other purposes and matters connected thereto.
Housing Arrangements Act, 1993	a) To provide for the establishment of a national and regional housing boards and the abolition of certain existing boards.
Rental Housing Act, 1999	a) To define the responsibility of government in respect of rental housing.
Residential Landlord and Tenant Act, 1997	a) To provide for the regulation of landlord-tenant relations in order to promote stability in the residential rental sector in the province
TOWN PLANNING AND SPATIAL DEVELOPMENT	
Provision of certain land for settlement, 1993	a) To provide for the designation of certain land and to regulate the subdivision of such land and settlement of persons thereto.
Black Communities Development Act, 1984 (Annexure F)	a) To control the land use rights within the former black areas.
Development Facilitation Act, 1995 (Chapter 1)	a) To provide for IDP, reflecting current planning and to institutionalize development tribunals for evaluating applications.
Physical Planning Act, 1991	a) To provide guidelines for the drafting of urban development plans.
Subdivision of Agricultural Land Act, 1970	a) To control the subdivision of farm land and agricultural holdings.
Town and Regional Planners Act, 1984	a) To provide for the training and registration of Professional Town Planners
ENVIRONMENT	
Environmental Conservation Act, 1982	a) To provide for environmental impact assessments and exemption, noise control areas etc.
National Environmental Management Act, 1998	a) To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide matters connected thereto

ENGINEERING/TECHNICAL SERVICES	
Advertising on Roads & Ribbon Development Act, 1940	a) To control advertising on national and regional roads.
Regulations on Advertisements on or Visible from National Roads, 1998	a) To control all advertising on national and regional roads.
National Building Regulations and Building Standards Act, 1977	a) To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards.
National Water Act, 1998	a) To provide for fundamental reform of the laws relating to water resources.
Water Services Act, 1997	a) To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans.
SAFETY AND SECURITY	
Criminal procedure Act, 1977	a) To consolidate and regulate procedure and evidence in criminal proceedings.
Disaster Management Act, 2003	a) To provide for an integrated, coordinated and common approach to disaster management by all spheres of government and related matters.
Fire Brigade Services Act, 1987	a) To provide for the rendering of fire brigade services and certain conditions to the rendering of services.
Gatherings and Demonstration Act, 1993	a) To control public gatherings and procession marches.
Hazardous Substances Act, 1973	a) To control matters relating to gas, petrol and liquids.
National Land Transport Transition Act, 2000 as amended	a) To Transform and to structure the Republic's land transport system. b) To give effect to the national policy concerning the first phases of the process. c) To achieve a smooth transition to the new system applicable nationally.
National Land Transport Interim Arrangements	a) To make arrangements relevant to transport planning and public road transport services.

Urban Transport Act, 1977, (as amended)	a) To promote planning and provision of adequate urban transport facilities.
National Road Traffic Act, 1996	a) To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers including fitness requirements and incidental matters.
Road Traffic Management Corporation Act, 1999	a) To provide in the public interest for coordinated and cooperative strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith.
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	a) To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions.
Regulations on Gatherings Act, 1993	a) To control public gatherings and procession of marches.
South African Police Services Act, 1995	a) To provide, inter alia, for a municipal (city) police.
HEALTH AND WELFARE	
Hazardous Substances Act, 1973	a) To control matters relating to gas, petrol and liquids.
Health Act, 1977	a) To provide for the promotion of health of the inhabitants of the Republic, for the rendering of health services, to define duties, powers and responsibilities of certain authorities which render such services and for the coordination of services.
National Policy for Health Act, 1990	a) To provide for control measures to promote health of the inhabitants of the republic and for matters of connected thereto.
HUMAN RESOURCES	
Employment Equity Act, 1998	a) To promote the constitutional rights of equality and the exercise of true democracy. b) To eliminate unfair discrimination in employment. c) To redress the effect of unfair discrimination in the work place to achieve a workforce representative of the population.
Basic Conditions of Employment Act, 1997	a) To give effect to the right to fair labour practice. b) To provide for the regulations of the basic condition of employment.

Compensation of Occupational Injuries and Diseases Act, 1993	a) To regulate the categories of persons entitled to compensate for occupational injuries and diseases, and to determine the degree of disabled employees.
Labour Relations Act, 1995 (As amended)	a) To regulate the organizational rights of trade unions, the right to strike and lock-outs. b) To promote and facilities collective bargaining and employee participation in decision making. c) To provide simple procedure for labour disputes.
Skills Development Act, 1998	a) To provide for the implementation of strategies to develop and improve the skills of the South Africa workshop, to provide for learnerships, the regulation of employment services and the financing of skills development.
South African Qualifications Authority Act, 1999	a) To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof.
Unemployment Insurance Act, 1966	a) To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of employment.
ELECTRICITY	
Electricity Act, 1987	a) To provide for and regulate the supply of electricity and matters connected thereto.

2.7 Amendment of the Framework

The framework for IDP is a summary of the Xhariep District Municipality Action Programme which focuses on district wide activities that need to be taken together in a coordinated way. Each municipality was responsible for monitoring its own process plan to ensure that the framework was being followed as agreed. It must be noted that the Department of Cooperative Governance and Traditional Affairs has introduced the new Revised IDP Framework to guide municipalities outside metros and secondary cities to develop IDP's that integrate and coordinate all government efforts towards achieving a floor of critical services in the three spheres of government.

2.8 Conclusion

The framework serves as the guideline to local municipalities and the Xhariep District Municipality for aligning their respective IDP processes with each other and with the plans and programmes of the different organs of state. It will be submitted to the MEC: Cooperative Governance and Traditional Affairs with the final IDP document of the district

2. Localised Strategic Guidelines

The strategy decisions of this municipality for the sustainable development of its area of jurisdiction is firstly informed by its local needs and priorities, and secondly by national and provincial policy and strategic guidelines. Xhariep DM's IDP framework is guided by the following strategic principles:

- Equitable development of infrastructure and services,
- Promote social equity,
- Promote economic development, and
- Optimal use of its resources.

This framework will attempt to align departmental strategic plans with municipal IDPs where the plans have been submitted and subjected to IDP processes. Xhariep IDP is also informed by provincial policies Free State Growth and Development Strategy (FSPGDS) and therefore accepts the recommendation to focus on these key areas,

- Economic development and employment creation
- Social and human development
- Efficient governance and Administration
- Justice, Crime prevention and security

In the FSGDS, municipal framework will consider general policy guidelines related to cross cutting issues such as spatial development principles, environmental sustainability, poverty alleviation, gender equity, local economic development and institution aspects when strategies are designed and projects planned.

Strategic guidelines will therefore be formulated for the following dimensions considering national policy guidelines and principles taking into consideration the specific conditions in the region as identified in the Analysis phase:

- Spatial,
- Environmental,
- People,
- Economic, and
- Institutional

3. THE PROCESS PLAN

In preparing an IDP of a municipality, a Process Plan needs to be adopted by the Council that will guide the formulation process. The process of compiling the Process Plan was done in consultation with the departmental units and IDP manager in consultation with the Local Municipalities. Xhariep District Municipality adopted this Process Plan in order to guide the formulation process of its reviewed IDP.

4.1 Institutional Arrangements

4.1.1 Roles and responsibilities

a) Municipal Council

As the ultimate political decision-making body of the municipality, the Municipal Council has to:

- Consider and adopt a Process Plan.
- Consider and approve the IDP.
- Consider and approve all sector plans.

b) Municipal/ IDP Manager

The Municipal Manager being charged with the function of an IDP Manager has to manage and co-ordinate the IDP process. This includes the following:

- Prepare the Process Plan
- Undertake the overall management and co-ordination of planning process
- Ensure that all relevant actors are appropriately involved
- Nominate person in charge of different roles
- Ensure that the planning process is participatory, strategic implementation oriented and is aligned with and satisfied sector planning requirements
- Respond to comments on the draft IDP from the public, horizontal alignment and other sphere of government to the satisfaction of the municipal council
- Ensure proper documentation of the results of the planning of the IDP documents
- Adjust the IDP in accordance with the MEC for Cooperative Governance and Traditional Affairs.

c) Head Of Departments/ Directors

As the person in charge of implementing IDP, the Directors in all units have to be fully involved in the planning process

- Provide relevant technical, sector and financial information for analysis for determining priority issues
- Contribute technical expertise in the consideration and finalization of strategies and identification of projects
- Provide departmental operational and capital budgetary information
- Be responsible for the preparation of project proposals, the integration of projects and sector programme
- Be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Cooperative Governance and Traditional Affairs for alignment

d) IDP Unit

- Give **support** in any area within IDP that is needed
- Provide information that will assist in doing the IDP
- Create links between different stakeholders in IDP
- Draft terms of reference for different stakeholders
- Brief stakeholders on their role and responsibilities
- Monitor progress with IDP in each municipality
- Management **support** of implementation of IDP

4.1.2 Organisational structure

a) IDP Steering Committee

Composition:

- Municipal/IDP Manager;
- Chief Financial Officer;
- Director: Corporate Services;
- Director: Planning and Social Development;
- All Managers

Terms of Reference:

- Provide terms of reference for various planning activities
- Commission research studies
- Consider and comments on input from committees/sector departments
- Process summaries and document output
- Makes content recommendations

b) Representative Forum

Composition:

- All members of the Steering Committee
- District councillors
- Representatives from each local Municipality
- NGO/ CBO and FBO (that are regionally based)
- Professional people when needed
- Representatives from various provincial government departments

Terms of reference:

- Represent interest of constituencies
- Provide organizational mechanism for discussion, negotiation and decision-making
- Ensure communication between the stakeholders representative
- Monitor the performance of planning and implementation process

4.1.3 Mechanism and Procedure for Participation

A key feature of the IDP is the active involvement of the community and stakeholder organisations during the process. A two-pronged approach to the participation process of affected and interested parties was designed, twofold namely:

- ensuring that the IDP addresses the real issues experienced by District citizens; and
- Institutionalising the continued involvement of community organisations in the implementation of strategies, aimed at those issues.

In terms of chapter 4 of the Municipal Systems Act, 2000, the above issues are underpinned by the following important principles:

(a) A municipality must develop a culture of municipal governance that compliments formal representative government with a system of **participatory governance** through:

(i) encouraging and creating conditions for the district community to participate in the affairs of the municipality,
(ii) contributing to building capacity; and
(iii) Using its available resources (physical and financial) as may be appropriate for the purpose of participation.

(b) A municipality must **communicate to its community** information regarding:

(i) The available mechanisms, processes and procedures aimed at encouraging community participation;
(ii) The matter on which participation is encouraged;
(iii) The rights and duties of members of the district community; and
(iv) Municipal governance, management and development.

The following participation principles must be applied in the formulation and adoption of the IDP:

- The elected councils of the various municipalities are the ultimate decision making forum in terms of the IDP for the specific municipality
- The role of the participatory democracy is to inform and negotiate with stakeholders and give the opportunity to provide input on decision taken by the council
- Appropriate conditions must be created to enable participation with all stakeholders
- Community structures such as Community Based Organisations (CBOs), Faith Based Organisations (FBOs) and Non Government Organisations (NGOs) must be allowed to participate.
- A structured participation process will be followed
- Considering the geographical and demographical spread of the area, participation will be based on a principle of representation
- Existing public participation structures will be utilised
- Participation must be structured in such a way that it provides for the diversity of the area in terms of different cultures, gender, languages and education levels
- Participation cost must be kept at an acceptable level
- Participants will be made aware that it is in their own interest to be involved in the planning process and it is not a task they have to be paid for
- Participants are responsible to give report back to the structures they represent
- Appropriate forms of media will be utilized in order to reach as many people as possible
- Copies of the draft and final IDP documents will be accessible for all communities and stakeholders and adequate time provided for comment
- The council meeting regarding the approval of the IDP will be open to the public
- Ensure that elected community representatives will be able to represent all towns in the district
- In order to meet the legal requirements of the Municipal Systems Act, preference must be given to the elected members of ward committees in electing members for the steering committee.

4.2 Action programme and resource plan

Table 4.1(a): Process Plan: Action Programme and Resource Plan

MONTH	ACTIVITY	RESPONSIBILITY	MFMA/MSA REQUIREME
Phase 1			
September 2013	Feed back to the Mayor on IDP projects	IDP Manager, feedback by Municipal Manager	MSA Sec 27
30 August 2013	Time schedule of key deadlines submitted to Council for approval	Executive Mayor, MM & CFO	MFMA Sec 21(1)(b)
31 August 2013	Time schedule of key deadlines to be approved and sent to National treasury	Executive Mayor, MM & CFO	MFMA Sec 21(1)(b)
	Preparation and analysis phase of IDP	MM & IDP Manager	MSA Sec 27
	Sector Departments objectives and strategies alignment session (2 &3 December 2010) Sector plans request from Departments. Establishment of all IDP and Budget steering committee	District & Gogta (IDP manager XDM)	
September 2013	Commence with elements of the IDP Process (Phases)	MM,IDP Manager& Director: Planning & Development	
October 2013			
	IDP & Budget Framework to be adopted by Council	Executive Mayor, MM, CFO & Director: Planning & Development	
Phase 2			
November /December 2013	Sector plans to be completed and completed Housing, Waste, disaster, LED, HIV/AIDS Transport, Financial, Environmental, SDF,	CFO & Manager: Financial Services	MSA Section 74(1)

	Commonage, Rural, public participation, Youth Development, Water services development plan, sports recreation plan, Comprehensive infrastructure plan (CIP), tourism plan.		
03 December 2013	Request departmental adjustments budget inputs.	Manager: Budget & CFO	
07 December 2013	Collect adjustments budget inputs and commence with the mid-year assessment and adjustments budget process.	Manager: Budget & CFO	
Phase 3			
January-2014	IDP &Budget Forum to be Finalized	Executive Mayor & MM	MFMA Circular 10 of 2004
14 January 2014	Revenue & Expenditure projections for the period to be ready for the Budget Forums	Manager: Budget & CFO	MFMA Section 21 (2)(b)
14 January 2014	1st sitting of Budget Forum (for adjustments budget)	Executive Mayor	MFMA Circular 10 of 2004
21 January 2014	2nd sitting of Budget Forum (for adjustments budget)	Executive Mayor	MFMA Circular 10 of 2004
	Strategic Workshop on Budget Pressures	Executive Mayor & MM	MFMA Circular 10 of 2004
22 January 2014	Request departmental inputs for the annual budget and collect revenue and expenditure information for the budget	Manager: Budget & CFO	
	All budget related policies to be completed	CFO	MFMA Section 21 (1)(a)
February-2014			
	IDP projects to be finalized and aligned with the Provincial Dep& Local Municipalities	MM,IDP Manager, Director: Planning & Development &CFO	MFMA Section 21 (2)(b)

	IDP, Budget and MTAS alignment session		
20 February 2014	1st Sitting of Budget Forum (annual Budget)	Executive Mayor	MFMA Circular 10 of 2004
27 February 2014	2nd sitting of Budget Forum (annual budget)	Executive Mayor	MFMA Circular 10 of 2004
28 February 2014	Tabling and approval of the adjustments budget by Council	Executive Mayor	MFMA Section 28
11 March 2014	3rd Sitting of Budget Forum – Final Sitting	Executive Mayor	MFMA Circular 10 of 2004
29 Match 2014	Draft Budget to be adopted by Council	Executive Mayor	
29 March 2014	Draft Reviewed IDP to be adopted by Council	Executive Mayor	
April-2014	Budget to be submitted to all Stakeholders for comments	CFO	MFMA Section 21 (2) (d,e)
	Stakeholders comments on the submitted Budget	Executive Mayor's Office	MFMA Section 23
May-2014	Final comments to be submitted by Stakeholders	Executive Mayor's Office	MFMA Section 23
07 May 2014	Final/Last Budget Forum sittings	MM,CFO& Executive Mayor's Office	MFMA Section 23
30 May 2014	Budget to be approved by Council	Executive Mayor	MFMA Section 24
30 May 2014	IDP and Budget to be approved by Council	Executive Mayor	MFMA Section 24
June-14	Mayor must begin with Service Delivery and Implementation Plan (SDBIP) and Performance Agreements process.	Executive Mayor's Office	MSA Section 57(2)
14 June 2014	Mayor to submit the Service Delivery and	Executive Mayor's Office	MFMA Section 69 (2)

	Budget Implementation Plan (SDBIP) and Performance Agreements to Council		
12 July 2014	Mayor to submit the Service Delivery and Budget Implementation Plan (SDBIP) and Performance Agreements to the MEC and other Stakeholders	Executive Mayor	MFMA Section 53(3)a
July 2014	Monitor the implementation of the IDP, Budget and MTAS in line with the Delivery agreement for outcome 9		

4.3 Binding plans and planning requirements at Provincial and National level

The set of legislation that is binding on all Local Municipalities, as well as the District Municipality, is listed in the Framework Plan.

4.3.1 IDP Review Budget & Implementation

The municipality has conducted the IDP review sessions with communities and relevant stakeholders.

4.3.2 Conclusion

The process plan gives methodological and practical guidance for the IDP process. The plan serves as a working document and will have to be amended as and when the steering committee deem fit.

The process has encountered some difficulties which were cited by the municipality as follows:

- No strategic guidance and direction from some provincial departments:-
- Some Strategic Plans not giving direction, *e.g.* It is expected of municipalities to have detailed information, timeously, for them to inform their IDP and budgetary processes.
- It is therefore difficult to localize strategies based on vague info that is in some of the provincial strategic plans. Some of them are skeletons of the ideal situation, *i.e.* a framework and not a plan.
- Again, the time period that is set for provincial strategic plans to be drafted is the same that municipalities are expected to have the strategies in place, that is, around October and November.
- Municipalities are expected to be through with their IDP Processes by the end of March each year, in order to inform their budgetary processes.
- The problem arises when municipalities have to align their strategies with those of the province. The strategic plans have to be approved and this happens in January or February. Where are municipalities then with their IDP processes?

METHODOLOGY

The methodology followed in drafting this review document is based on a strategic planning approach which seeks to:

a) Identify the problem statement. This was done by undertaking a gap analysis of the previous IDP to determine the extent to which changes in the municipal situation warranted a review.

b) Understand the extent of the development problem and quantify its implications. This was done by undertaking through a consultative process a detailed analysis of the development situation prevailing in Xhariep areas. The focus of the analysis is summarised in figure 1 below. This also included a careful process of mapping available resources and facilitating an agreement on the most strategic priorities that should be attended in the short to medium term (MTIEF period).

c) Debate available options and agree on an overarching strategy to guide municipality's efforts of addressing the identified development challenge. This was done by facilitating agreement on the Xhariep district development vision, mission and guiding values (principles) to be followed.

d) Identify clear objectives and agree on a set of supporting operational strategies and programmes / projects to be implemented in pursuit of the agreed development trajectory "Vision".

e) Integrate and align all sector plans that must form part of this IDP so as to ensure smooth and effective implementation. This was done through careful synchronization of deliverables in the various planning processes. It is acknowledged that for reasons beyond the control of the IDP manager this intent did not fully realise as planned as some parts of the sector programmes / plans had to be incorporated later in the final document.

f) Draft report based on inputs and circulates for comments in accordance with IDP approval requirements enshrined in the Systems Act Regulations – 2001. This was done by circulating draft reports to relevant stakeholders for comments and also by holding a series of Public Hearings for to input on the IDP and budget.

g) Ensure completion and adoption of final IDP for implementation and submission to MEC. The intention is for the adopted document to be further marketed to relevant development agencies and internal operational structures through holding an IDP Indaba soon after the adoption.

4. GAP ANALYSIS

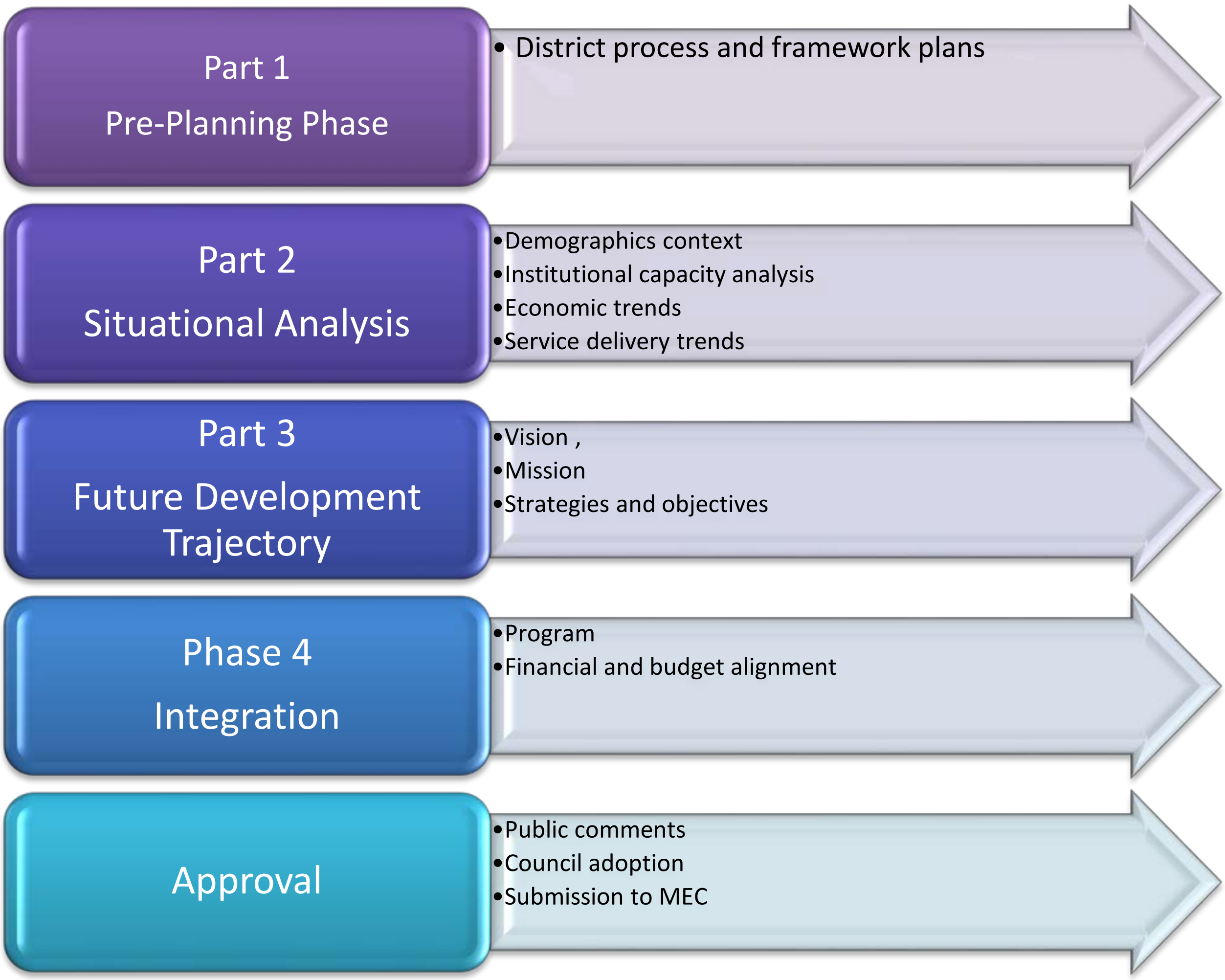
As a departure point an analysis of the gaps in the current IDP was conducted in order to determine areas that need to be improved during the 2013 review process. These are summarised below.

6.1 Report structure

The IDP is a strategic document which must not be voluminous. Our current IDP is a document with one volume of no less than 150 pages. The document is presented in simple English and its size does encourage easy reading. Although this has been done, very few people have actually gone through the complete document including those who should be implementing it on daily basis. It therefore becomes imperative that the IDP Manager of the municipality, must engage various stakeholders during and after developing the plan, so that IDP sharing sessions are held, for members of society to be informed about what needs to be done, when and how things will be done. This also easily informs performance management and measurement.

This document proposes the following structure to try and have a manageable volume of the main IDP so that it can be attractive to potential users who must read and understand its contents.

Figure 1: IDP report structure



6.2 Planning data

Since the adoption of the last IDP, very few planning initiatives have been undertaken by the district, the province and some sector departments which warrant some amendments of the existing planning data and facts in our IDP. This document also incorporates such amendments. This means that there remains a challenge with regard to ensuring that public participation is not compromised. Other activities that the municipality engages on must not hamper progress with regard to planning and implementation of the IDP.

6.3 Project templates

A simple way of representing project information and its alignment to objectives and strategies is adopted in this document. This ensures effective understanding of the information within the project templates.

6.4 Alignment with Provincial Growth and Development Strategy

In order to facilitate easy flow of information between the two spheres of government, local and provincial, and also make reporting on provincial objectives effective, similar data structure is critical. This document attempts to simplify this requirement by adopting the provincial cluster approach in the way it presents and documents the IDP. Initiatives by other spheres of government, parastatals and other development agencies

The last IDP situational analysis did not give an indication of the extent of programmes and initiatives of other spheres of government, parastatals and other development agencies in the municipal area. This would have provided the municipality with an opportunity to align its strategies with these initiatives, a critical element of integrated development planning. Attempts have been made to get this information. Unfortunately not all provincial departments have cooperated in this regard but where information exists, it is incorporated in the document.

The consultative representative forum workshop provided significant inputs from some departments which had helped to improve the understanding of their contributions by sector departments and parastatals operating in the district.

6.5 Overarching strategy

The development challenges facing the municipality are profound compared to available capacity and resources to address them. Therefore, the municipality has identified and suggested in this document that the municipality must adopt an overarching strategy that will guide decision making when there are conflicting strategic options and also provide a basis for the allocation of scarce resources. This will ameliorate the tensions that arise as decision makers starts to engage in processes of aligning competing needs with limited resources.

6.6 What informs the Xhariep District Municipality's IDP Priorities?

The IDP priorities of the Xhariep District Municipality are informed by the following:

- Local perspective, informed by situational analysis, developmental challenges, public participation processes and the ANC 2011 Local Government Election Manifesto.
- National perspective, informed by national priorities and Millennium Development goals.
- Provincial perspective, informed by the PGDP.

6.6.1 Alignment between IDP and Budget

An IDP-based Budget is essential in order to realize IDP objectives. The Xhariep District Municipality's IDP and Budget are aligned in terms of key performance areas, priorities, programmes and sector plans. Furthermore, the IDP priorities are realised through the implementation of the municipal budget.

6.6.2 People-driven IDP and Budget Processes

The Municipality's IDP and Budget processes are informed by the outcomes of public participation and stakeholder inputs. The public engagement processes find expression in IDP plans and priorities.

6.6.1 IDP Implementation, Monitoring and Evaluation

The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). A municipal scorecard is used to measure, monitor, evaluate and report on institutional performance (on a monthly, quarterly, bi-annual and annual basis).

The institutional SDBIP forms the basis of directorate-based SDBIPs and employee performance agreements and plans. To enhance accountability and oversight, the Municipality during this financial year will established a multi-party Municipal Public Accounts Committee.

6.6.2 Municipal Turnaround Strategy

In December 2009, Cabinet approved the Local Government Turnaround Strategy (LGTAS), which re-enforces the need to do things differently. During 2010, the Department of Cooperative Governance and Traditional Affairs spearheaded the expression of the LGTAS in Municipal Turnaround Strategies.

Taking its tune from these initiatives, as well as prevailing local conditions, challenges and the environment, Council adopted a Municipal Turnaround Strategy and integrated it into its key strategic planning documents (IDP, Budget, and SDBIP), enabling the monitoring of the implementation thereof and reporting in line with institutional timelines.

6.6.3 Objectives of the Municipality's Turnaround Strategy (MTAS)

(a) The restoration of confidence in the Xhariep District Municipality as a primary service delivery arm of government that is effectively addressing community concerns.

(b) The universalisation of service delivery to all communities of Xhariep District.

(c) Addressing the key socio-economic challenges in Xhariep District, especially unemployment, poverty and inequality.

(d) Developing a shared agenda for the growth and development of Xhariep District.

(e) Understanding and managing institutional risks.
(f) Ensuring a fraud- and corruption-free Municipality.

(g) Ensuring good corporate governance and an accountable and performance-driven institution which focused on service delivery.

(h) Ensuring that all municipal planning, budgeting and decision-making processes are embedded in public participation and community involvement.

(i) Restoring the human dignity of the residents of Xhariep District, especially in the disadvantaged areas.

(j) Ensuring sound financial management and sustainability.

(k) Ensuring a joint intergovernmental approach to the implementation of the Turnaround Strategy.

One of the key outcomes of the Local Government Turnaround Strategy was the conclusion of the **Outcome 9 Delivery Agreement** between the President, the Minister of COGTA and the mayors of municipalities.

6.7 Outcome 9 Implementation Framework

Linked to its foremost priorities towards 2014, Government has identified the following 12 outcomes:

1) Improved quality of basic education;
2) Long and healthy life for all South Africans;
3) All people in South Africa are and feel safe;
4) Decent employment through inclusive economic growth;
5) A skilled and capable workforce to support an inclusive growth path;
6) An efficient, competitive and responsive economic infrastructure network;
7) Vibrant, equitable and sustainable rural communities with food security for all;
8) Sustainable human settlements and improved quality of household life;
9) A responsive, accountable, effective and efficient local government system;
10) Environmental assets and natural resources that are well protected and continually enhanced;
11) Create a better South Africa and contribute to a better and safer Africa and world;
12) An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Each outcome is implemented through a delivery agreement cutting across the three spheres of government. The achievement of outcomes depends on concerted efforts from all key stakeholders and spheres of government. Outcome 9 focuses on local government and is implemented, monitored and reviewed annually.

6.7.1 Why Outcome 9?

Poor government-wide performance is inter alia demonstrated in the following areas:

- Shortcomings in government delivery.
- Collapse of institutional governance.
- Lack of accountability and public involvement in government.

6.7.2 Objectives of Outcome 9

- To undertake an institutional diagnostic study of the institutional challenges underpinned by the Turnaround Strategy.
- To ensure improved access to essential services.
- To contribute to the achievement of sustainable human settlements and quality neighbourhoods.
- To strengthen participatory governance.
- To strengthen the administrative and financial capability of municipalities.
- To address coordination problems internally and across the three spheres of government (single window of co-ordination).

6.7.3 Key outputs

Output 1: Undertake an institutional diagnostic study of the institutional challenges underpinned by the Turnaround Strategy.

- Re-visioning of Xhariep District Municipality that will culminate in a long-term vision, mission and development strategy.

- Implementation of integrated (institution-wide, political and administrative) outcomes-based performance management, informed by a critical diagnostic institutional performance analysis.

- Co-ordinated input into national and provincial legislative reforms.

Output 2: Ensure improved access to essential services.

This output is related to Output 4: Contribute to the achievement of sustainable human settlements and quality neighbourhoods.

- Implementation of drought / water response plan.

- Review of the current levels and standards of basic services provided to peri-urban areas and the development and implementation of a response plan.

- Improving universal access to basic services by 2014, as reflected in the Outcome 9 document, as follows:

- 100% access to water
- 100% access to sanitation
- 75% access to refuse removal
- 92% access to electricity

Output 3: Undertake Ward-based socio-economic analysis to inform Ward-based planning.

- Undertaking a Ward-based socio-economic analysis of needs and levels and standards of social infrastructure, as well as the development and implementation of a comprehensive response plan.

- Maximisation of the implementation of the EPWP.

- Development and implementation of a co-operative development framework.

- War on poverty and food security.

- Entrepreneurship development support.

Output 4: Contribute to the achievement of sustainable human settlements and quality neighbourhoods and give effect to Outcome 8.

- Review and implementation of a model for spatial developmental planning and integrated human settlements to address spatial disparities in Xhariep District Municipality.
- Attainment of Level 3 accreditation for housing provision, to enable the accelerated delivery of human settlements.
- Acceleration of the upgrading of informal settlements and relocations, as well as the implementation of an integrated, sustainable programme to prevent further land invasions.
- Implementation of the 7-year Human Settlements Plan.
- Provision of bulk water and sanitation services.
- Urban restructuring and acquisition of strategic land (private and public) for human settlements.
- Provision of gap housing.
- Land audit.

Output 5: Strengthen participatory governance.

- Maximising public participation and the involvement of communities in municipal planning and decision-making processes.

Output 6: Strengthen the administrative and financial capability of municipalities.

- Analysis of the current budgeting and financial management gaps, status and systems in the institution and the development and implementation of a systematic turnaround plan, within the framework of the MFMA and other relevant legislation.
- Prioritising risk management.
- Undertaking business systems re-engineering, focusing on, among others:
- Institutional arrangements based on competency prerequisites.
- Information systems.
- Administrative processes and systems.
- Implementation of a competency based skills development plan.
- Development and implementation of action plans to address matters raised by the Auditor-General, Internal Audit and Risk Management office, and preventing repeat findings.
- Improving revenue collection and reducing municipal debt.
- Promoting, monitoring, evaluating and developing a performance-driven institution.

- o Reducing overspending on operational expenditure through the implementation and continuous review of the Operational Efficiency Plan.
- o Reducing under-spending on capital expenditure.
- o Increasing municipal spending on repairs and maintenance.
- o Supporting access to basic services through improved administrative and HR practices.

Output 7: Address coordination and integration problems internally and across the three spheres of government (single window of co-ordination).

o Implementation of the Turnaround Strategy.

o Implementation of the revised Cluster System.

o Enhancing intergovernmental relations through a functional district intergovernmental relations forum and other structures.

o Resolving long outstanding intergovernmental challenges affecting Outcome 9.

6.7.5 Key Outcome 9 partners

In order to achieve Outcome 9 and its outputs, as well as other outcomes, partnerships with the following key stakeholders are imperative:

1) National and Provincial Government and parastatals.
2) State Owned Enterprises
3) Communities, civil society, community-based organisations and nongovernment organisations.
4) International partners.
5) Labour (trade unions).

6.7.6 Strategic Agenda of Municipality

The people-driven IDP and Budget of the Municipality reflect community priorities. In addition, integrated development planning takes place within the context of the Intergovernmental Relations Framework and therefore takes into account both national and provincial perspectives. The IDP is therefore a government-wide expression of developmental commitments.

6.7.7 Local Perspective

All strategic agendas, whether of national, provincial or local government, are underpinned and guided by and designed to satisfy the needs of local communities. The residents of Xhariep District take the lead in defining and shaping their priorities through a number of public participation processes and programmes.

The consultation processes have identified the following key priorities for the IDP and Budget; however, some are not competence or mandate of the municipality.

- Housing provision, relocations and the rectification of incomplete houses
- Water
- Sanitation
- Electricity
- Elimination of illegal dumping.
- Tarring of roads and gravelling.
- Development and maintenance of infrastructure:
- Infrastructure development for economic development and sustainable human settlements
- To prevent water leakages and electricity disruptions
- Access to amenities and services, e.g. community halls, multipurpose centres and sports facilities
- To facilitate development

6.7.8 Job creation and poverty eradication

- Job creation
- Assistance to the Poor
- War on Hunger Campaign
- Education interventions
- Development of youth, women and people with disabilities.

In addition to the above priority areas, other areas of focus that require integration with other spheres of government are the following (these are not the sole competency of the Municipality):

- Crime prevention.
- Provision of health services and combating diseases such as TB, HIV and AIDS.
- Integrated planning across all spheres of government.

- Provision of housing, as the Municipality relies on provincial subsidies.
- Responsive, people-centred and integrated government.
- Development of community amenities and sports facilities.
- Provision of educational facilities and library services

6.7.9 ANC 2011 Local Government Election Manifesto

- Build local economies to create more employment, decent work and sustainable livelihoods;
- Improve local public services and broaden access to them;
- Build more united, non-racial, integrated and safer communities;
- Promote more active community participation in local government; and
- Ensure more effective, accountable and clean local government that works together with national and provincial government.

6.7.10 National Perspective

National government develops strategies, policies and legislation that have to be implemented by all spheres of government. Among the key strategies that pertain to the local government sphere are the following:

6.8 Legislative Framework

The following legislation defines the nature of the IDP:

6.8.1 Constitution of the Republic of South Africa Act 108 of 1996

This Act stipulates that a municipality must give priority to the basic needs of its communities and promote their social and economic development to achieve a democratic, safe and healthy environment.

6.8.2 Local Government: Municipal Systems Act 32 of 2000

This Act stipulates the need for each and every municipality to develop and adopt an IDP, which should be reviewed annually. In addition, it outlines the IDP process and components.

6.8.3 Municipal Finance Management Act 56 of 2003

This Act makes provision for alignment between the IDP and the municipal Budget. The Service Delivery and Budget Implementation Plan is an annual contract between the Municipality's administration, Council and the community, which ensures that the IDP and the Budget are aligned.

6.8.4 Local Government: Municipal Planning and Performance Management Regulations (2001)

These Regulations make provision for the inclusion in the IDP of the following:

(i) The institutional framework for the implementation of the IDP;
(ii) Investment and development initiatives in the Municipality;
(iii) Key performance indicators and other important statistical information;
(iv) A financial plan; and
(v) A spatial development framework.

6.8.5 Batho Pele Principles

The Municipality is committed to deliver services within the framework of Batho Pele principles, as outlined below:

6.8.6 Courtesy and 'People First'

Residents must be treated with courtesy and consideration at all times.

6.8.7 Consultation

Residents must be consulted about service levels and quality, whenever possible.

6.8.9 Service excellence

Residents must be made aware of what to expect in terms of level and quality of service.

6.8.10 Access

Residents must have equal access to the services to which they are entitled.

6.8.11 Information

Residents must receive full and accurate information about their services.

6.8.12 Openness and transparency

SITUATIONAL ANALYSIS AND SPATIAL OVERVIEW

Introduction

The situational analysis and statistics presented in this chapter indicate the developmental challenges facing Xhariep District Municipality, such as poverty, unemployment and service delivery backlogs. The programmes and projects in this IDP are informed by this scenario.

7.1 Demographics Profile

This Executive Summary provides a brief outline of the context, content, process outcomes and impact of the Xhariep District Municipality's IDP

7.1.1 Overview Statistics

Population	: **146 742**
Number of households	: 45 368
Formal	: 39 571
Informal	: 5 446
Backyard shacks	: 351

7.1.2 Population by age distribution

DC16: Xhariep			
	Male	**Female**	**Grand Total**
0 - 4	8211	8073	16284
5 - 9	7593	7591	15185
10 - 14	6930	6586	13515
15 - 19	6915	6877	13792
20 - 24	7146	6675	13821
25 - 29	6458	5957	12415
30 - 34	5404	5004	10408
35 - 39	4457	4835	9292
40 - 44	4031	4360	8390
45 - 49	3400	3917	7317
50 - 54	2919	3413	6331
55 - 59	2532	3075	5607
60 - 64	2049	2579	4628
65 - 69	1368	1736	3105
70 - 74	1057	1585	2641
75 - 79	608	1118	1727
80 - 84	321	624	945
85 +	261	595	855
Grand Total	**71658**	**74600**	**146259**

7.1.3 Brief Summary

Xhariep District forms the southern part of the Free State Province and is one of four district municipalities in the Free State.

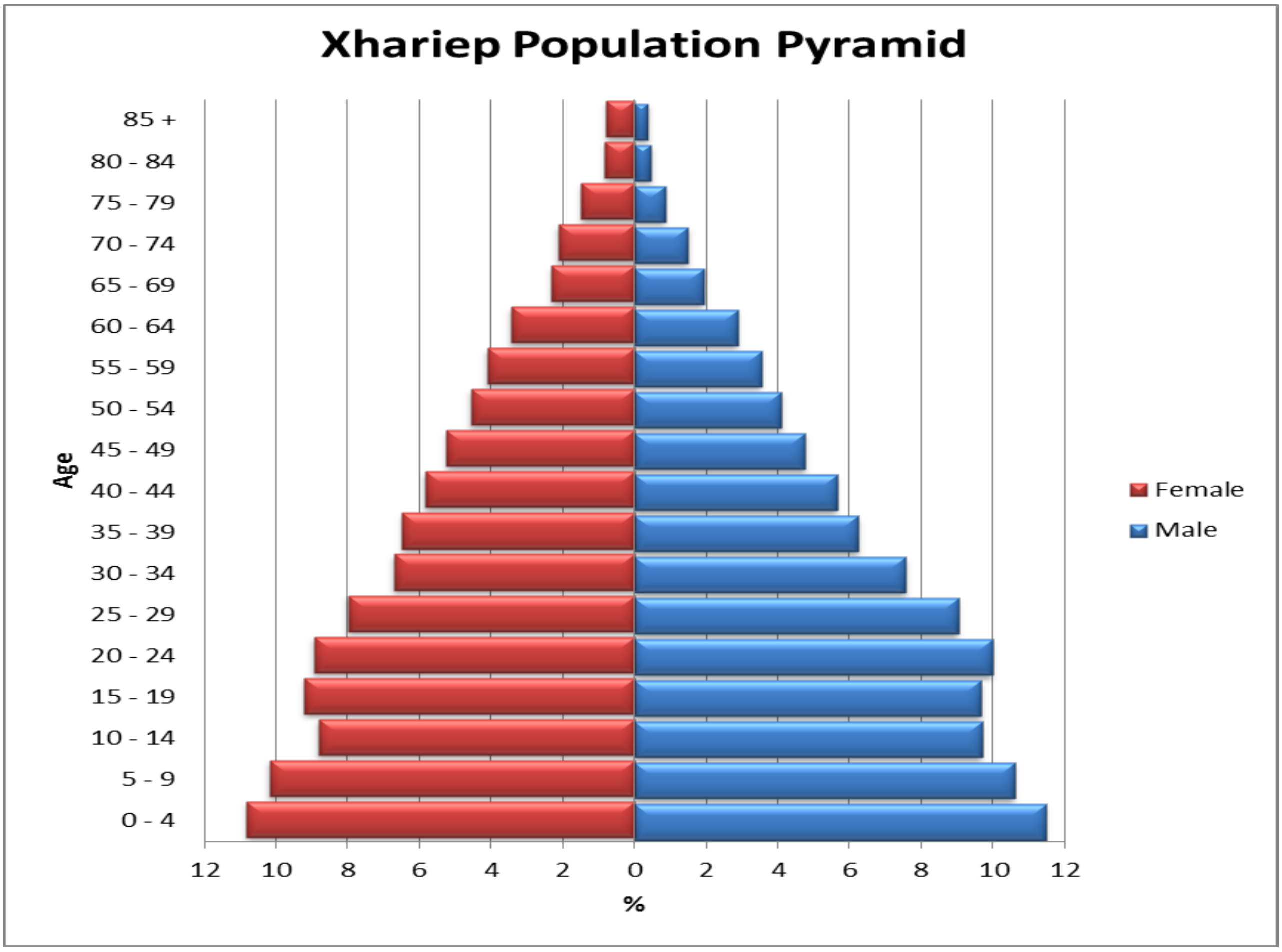
Xhariep District Municipality was extended from 34289 km sq. to about 37500 km sq. This was due to the incorporation of Naledi Local Municipality after the 2011 local government elections as per the re-determination of the Municipal boundaries

It is bordered by Tokologo Municipality in Lejweleputswa District to the north, Mangaung Metro and Mantsopa Municipality in Thabo Mofutsanyana District to the north-east. Other borders are with the Kingdom of Lesotho to the east, Ukhahlamba Municipality in Eastern Cape Province to the south, Pixley ka Seme Municipality in Northern Cape Province to the west and Frances Baard Municipality in Northern Cape Province to the north-west.

Topographically the district is bordered for most of its eastern border by the Maluti and Drakensberg mountains. Hydrological the district is located between the Vaal River to the north, and Orange River to the south, with rivers within the district draining towards these rivers.

Xhariep consists of four local municipal areas, with Letsemeng forming the north western section, Kopanong the middle section, Mohokare the south eastern section and Naledi the north eastern section of the district.

7.1.4 Population Pyramid



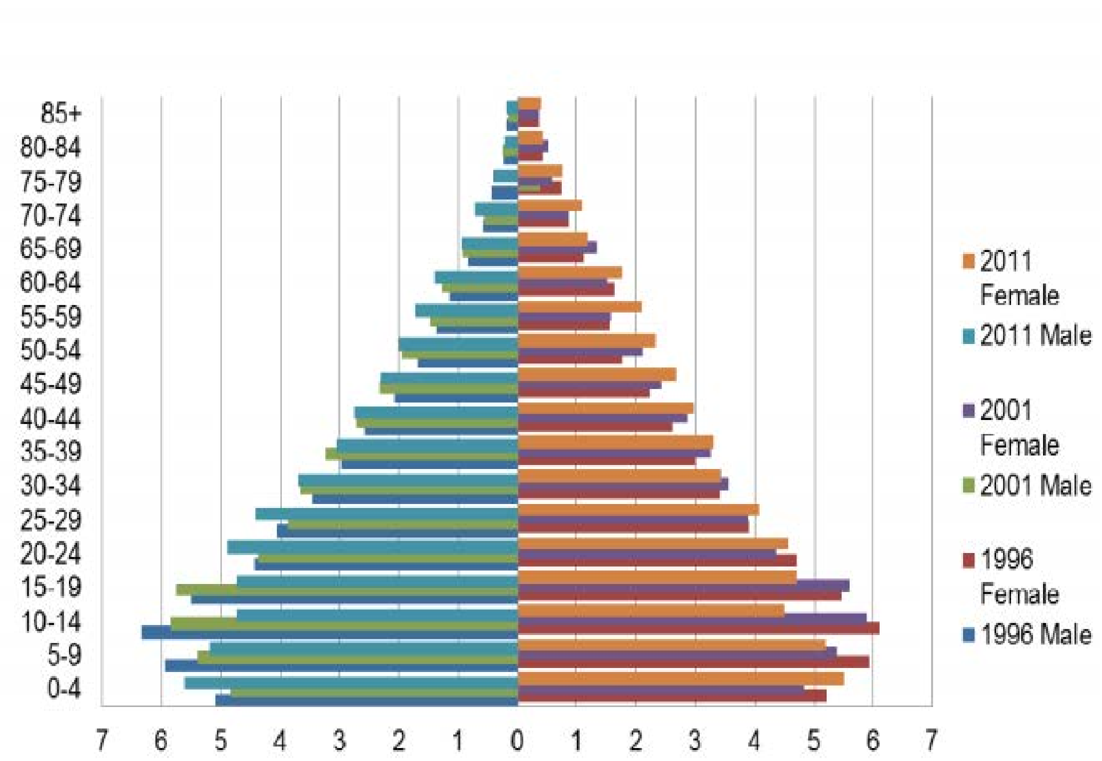
Xhariep District was estimated at a population of approximately 164 000 people in 2007. According to the 2011 Census statistics, its population size has declined with a lesser average of 2.21% per annum since 2007 to 2011,). The current district's populations is at 145 742 people as per the 2011 census survey statistics

The table below gives a breakdown of the population distribution per local municipality. Naledi only recorded a small population which only represents 18% of the entire district population. The table and graph depicts population distribution as per the Community Survey conducted in 2011 which clearly shows a decline in population.

7.1.5 Population per Gender

Geography by Gender for Person weighted			
	Male	**Female**	**Grand Total**
FS161: Letsemeng	19852	18777	38628
FS162: Kopanong	24083	25087	49171
FS163: Mohokare	16314	17831	34146
FS164: Naledi	11409	12905	24314
Grand Total	71658	74600	146259

7.1.6 The 1996, 2001 and 2011 Population Comparison Pyramid



7.1.7 Key developmental challenges

- High poverty and unemployment – 46.03% (STATSSA 2011).
- Inadequate access to basic services (water, sanitation, refuse collection, electricity, and housing and primary health care).
- Infrastructure, maintenance and service backlogs.
- HIV and AIDS – 30.8% prevalence rate (Antenatal Care Statistics) and TB.
- Substance abuse.
- Illegal dumping.
- Lack of integrated planning between the three spheres of government.
- Unfunded mandates.
- Housing shortage and rectification of incomplete houses.
- Lack of integrated and sustainable human settlements.

7.2 Spatial Overview

The table below identifies 20 urban centres for the Xhariep District, grouped per its respective local municipality:

7.2.1 Urban centres located within Xhariep District

Letsemeng Local Municipality	Kopanong Local Municipality	Mohokare Local Municipality	Naledi Local Municipality
Jacobsdal	Reddersburg	Smithfield	**Dewetsdorp**
Petrusburg	Edenburg	**Zastron**	Wepener
Koffiefontein	Jagersfontein	Rouxville	Van Stadensrus
Oppermansgronde	Springfontein		
Luckhoff	Philippolis		
	Bethulie		
	Waterkloof		
	Fauresmith		
	Trompsburg		
	Gariepdam		

Jacobsdal, Koffiefontein, Gariepdam, Trompsburg and Zastron constitute the main economic centres within the district. The above identified urban centres also serve the surrounding rural areas.

Xhariep District Municipality enjoys high levels of connectivity to other Free State districts, provinces within South Africa, as well as to airports and harbours.

The N1 road that links the Gauteng Province with the Western Cape Province passes Edenburg, Trompsburg and Springfontein in the central part of the district.

The N6 road represents a major transport axis in the south-eastern part of the district linking Bloemfontein with Aliwal North via Reddersburg, Smithfield and Rouxville. Likewise, for the N8 road, constituting a major road link in the north-western section of the district

linking Kimberley with Bloemfontein via Petrusburg, and ultimately with the Lesotho Kingdom.

The R26/R711/R712 primary roads that constitute a major road link on the eastern border of the Free State Province originate in the south-eastern part of the Xhariep District at Rouxville, linking the said town with Harrismith in Thabo Mofutsanyane District via Van Stadensrus, Wepener, Hobhouse, Ladybrand, Clocolan, Ficksburg, Fouriesburg, Clarens and Phuthaditjhaba.

An airfield is located at Gariep Dam town. Railway connections within and to the outside of the district are established. In this regard, the interprovincial rail freight arterial line (diesel, single railway track) from Noupoort to Springfontein, as well as Dreunberg to Springfontein (electric, single railway track) has reference.

The main line from Springfontein to Bloemfontein via Trompsburg and Edenburg (single track and diesel operated) is another major rail freight arterial line servicing the district. Rail freight branch lines located in the district are Springfontein – Koffiefontein and Aliwal-North – Bloemfontein, the latter being located in the eastern most part of the district.

Border posts at Zastron (Makhaleng), Wepener (Van Rooiensnek) and Sephapis connect the district with the Kingdom of Lesotho.

Land use in the district is primarily agricultural in nature. The district is also a tourism destination due to spectacular scenic beauty of the Drakensberg and Maluti mountain ranges in the east, as well as the Gariep Dam and tourism routes. Due to its regional characteristics, the main industries the district thus focuses on are agric-beneficiation and tourism development.

7.2.2 Geographic Areas per need

An investigation of Real Gross Value Added by Region (Real GVA-R) and Real Gross Domestic Product by Region (Real GDP-R) took place on district and local municipal levels, indicated in relation with Xhariep District Municipality and its local municipalities:

7.2.3 Real GVA-R and Real GDP-R by local municipality

Municipality	**Gross Value Added by Region (GVA-R)**		**Gross Domestic Product by Region (GDP-R)**	
	(R1 000) 2010 Total GVA Constant 2005 prices	**Percentage (%) of Free State total**	**GDP-R Constant 2005 prices (R1 000) 2010**	**Percentage (%) of Free State total**
Kopanong	95365	1.17	1067893	1.16
Letsemeng	828331	1.01	959731	1.05
Mohokare	523720	0.64	593992	0.63
Naledi	272410	0.33	311979	0.34
DC16: Xhariep	2 612 436	3.19	2 933 594	3.20

7.2.4 Concluded Analysis

Xhariep District Municipality respectively contributed 2 612 346 (000) and 2 933 594 (000) of the total GVA-R and GDP-R and was the lowest contributor of the GVA-R and GDP-R in relation with other district municipalities in 2010. The Real Economic Growth Rate of the district (1996 – 2010) with an average of +2.09% was also the third highest average in relation with other district and metro municipalities.

Kopanong Local Municipality respectively contributed R953 635(000) GVA-R and R1 067 893(000) GDP-R in 2010. It was the highest contributor of the GVA-R and GDP-R in the district followed by Letsemeng, Mohokare, and Naledi. Kopanong also had +1.91% average Real Economic Growth Rate (1996 – 2011) and was the second highest Real Economic Growth Rate in the district after Letsemeng local municipality.

7.3 Education Profile

7.3.1 Definition:

Functional literacy is defined as the number of persons aged 20 and above that has completed grade 7.

For an investigation on no schooling and limited schooling (grade 5) global insight utilized population with age 15 and above in their count of no schooling and limited education (grade 5), as this is the legal school-leaving age.

Social enabler 3: ensure an appropriate skills base for growth and development

7.3.2 Indicator:

- Grade 12 pass rate
- Ten year target: 80%
- Twenty year target: 90%

An investigation of level of education identified the following specific geographic areas (district and local municipalities) with highest need, indicated in relation with Xhariep District Municipality and its local municipalities:

The number of persons aged 20 and above that has completed grade 7 in Xhariep in 2010 was 68 887, representing a percentage of 58.33% people (Global insight, 2010) and had less number in relation with other district and metro municipalities of the province.

Locally, Kopanong topped the other three local municipalities (Letsemeng, Mohokare and Naledi) with 26 017 (61.29%) of functional literate people. Letsemeng was the second highest with 18 683(55.42%), followed by Mohokare with 13 323 (55.07%) and Naledi with10 863 (61.22%) functional literate people.

In an account of people with no schooling and limited education, the district had 14 707 (10.81%) people aged 15 or more with no schooling and 22 523 (16.56%) people with

limited education in 2010. It had less number in relation with other district and metro municipalities with people that have no schooling and limited education.

Locally Kopanong had 14 707 (10.81%) people with no schooling and 7 273 (14.89%) people with limited education. Positions of the other three local municipalities in both no schooling and limited schooling categories are also indicated in tables 23 and 25 above

	Letsemeng	**Kopanong**	**Mohokare**	**Naledi**	**Total**
Pre-school including day care; crèche; Grade R and Pre-Grade R in an ECD centre	91	122	149	87	450
Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	8847	12013	9372	7208	37440
Special school	25	42	17	63	147
Further Education and Training College FET	92	127	82	46	347
Other College	30	64	15	17	127
Higher Educational Institution University/University of Technology	147	289	184	98	719
Adult Basic Education and Training Centre ABET Centre	150	190	114	177	631
Literacy classes e.g. Kha Ri Gude; SANLI	63	36	33	61	193

Data Source: STATSSA (Census 2011 Survey)

7.4 Health Profile

	Letsemeng	**Kopanong**	**Mohokare**	**Naledi**
Fixed Clinics	5	10	4	4
Mobile Clinics (weekly range)	6	6	6	
Vehicles	13 + 5 subsidised	11 + 8 subsidised	21 + 11 subsidised	
Ambulances	4	9	6	
Commuter Services	2	3	4	
Radio-graphic Services	1 X-Ray, I Sonar	2 X-ray, 1 Radiographer, 1 Supplementary Radiographer, 1 Community service Radiographer	2 X – Rays, 1 Community Service Radiographer	
District Hospitals (laundry, mortuary & theatre services)	0	Diamond hospital (Jagers-fontein) with 32 bed Trompsburg District Hospital with 300 beds	Stoffer Coetzee Hospital (Smithfield) with 23 beds Embekweni Hospital (Zastron) with 25 beds	
Community Health care	1	1	0	

Data Source: Department of Health

7.5 Major causes of death

1	Influenza and Pneumonia	17.6%
2	Tuberculosis	14. 2%
3	Intestinal Infectious diseases	6.8%
4	Certain disorders involving Immune mech.	5.6%
5	Cerebrovasc disease	4.8%
6	Other forms of heart disease	4.8%
7	Chronic lower respiratory disease	3.2%
8	Hypertensive disease	2.4%
9	Diabetes mellitus	2.0%
10	Ischemic Heart Disease	1.5%

7.6 Social Grant per population group

Municipality	Type of grant	Black	Coloured	Indian	White
Letsemeng Local Municipality	Old age pension	1 227	715	-	168
	Disability grant	1 763	589	-	84
	Child support grant	4 418	1 293	-	-
	Care dependency grant	-	150	-	-
	Foster care grant	20	-	-	-
	Grant in aid	155	-	-	-
	Social relief	-	-	-	-
	Multiple social grants	-	125	-	-
Kopanong Local Municipality	Old age pension	3 322	392	-	534
	Disability grant	2 624	850	-	-
	Child support grant	6 027	1 551	-	-
	Care dependency grant	168	-	-	-
	Foster care grant	55	-	-	-
	Grant in aid	227	99	-	-
	Social relief	107	-	-	-
	Multiple social grants	-	-	-	-
Mohokare Local Municipality	Old age pension	2 282	91	-	136
	Disability grant	1 376	-	-	-
	Child support grant	7 841	225	-	-
	Care dependency grant	226	-	-	-
	Foster care grant	32	-	-	-
	Grant in aid	162	-	-	-
	Social relief	-	-	-	-
	Multiple social grants	68	-	-	-
Naledi Local Municipality	Old age pension	1 785	37	-	23
	Disability grant	756	54	-	49
	Child support grant	4 121	66	-	-
	Care dependency grant	46	-	-	20
	Foster care grant	23	-	-	-
	Grant in aid	43	-	-	-

Geography and Population Group by Enumeration area type /Dwelling for Person weighted										
		Formal residential	**Informal residential**	**Farms**	**Parks and recreation**	**Collective living quarters**	**Industrial**	**Small holdings**	**Vacant**	**Commercial**
FS161: Letsemeng	Black African	20538	263	3841	-	100	110	472	781	75
	Coloured	6508	115	1516	-	67	12	307	500	20
	Indian or Asian	113	3	9	-	-	1	-	1	3
	White	1500	-	1082	-	127	108	247	-	57
FS162: Kopanong	Black African	30522	82	4235	61	-	32	26	184	-
	Coloured	6873	28	1889	9	-	4	9	146	-
	Indian or Asian	196	-	15	1	-	-	-	-	-
	White	2967	-	1540	60	-	12	30	20	-
FS163: Mohokare	Black African	25932	-	4728	-	-	-	-	358	-
	Coloured	564	-	192	-	-	-	-	12	-
	Indian or Asian	86	-	7	-	-	-	-	-	-
	White	1217	-	979	-	-	-	-	9	-
FS164: Naledi	Black African	19164	-	3074	-	-	-	-	227	-
	Coloured	415	-	52	-	-	-	-	-	-
	Indian or Asian	110	-	7	-	-	-	-	2	-
	White	811	-	378	-	-	-	-	-	-

7.7 Types of dwelling per population enumerated

Type of dwellings	FS161: Letsemeng	FS162: Kopanong	FS163: Mohokare	FS164: Naledi
House or brick/concrete block structure on a separate stand or yard or on a farm	9016	13904	9027	6309
Traditional dwelling/hut/structure made of traditional materials	17	57	74	34
Flat or apartment in a block of flats	63	80	62	35
Cluster house in complex	12	11	5	42
Townhouse (semi-detached house in a complex)	36	31	1	9
Semi-detached house	76	20	97	106
House/flat/room in backyard	133	197	103	15
Informal dwelling (shack; in backyard)	634	475	838	662
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1179	739	483	436
Room/flat let on a property or larger dwelling/servants quarters/granny flat	22	51	55	10
Caravan/tent	5	6	9	-

7.8 Energy Profile

Energy or fuel for heating by Geography for Household weighted				
	FS161: Letsemeng	FS162: Kopanong	FS163: Mohokare	FS164: Naledi
None	1126	1402	852	485
Electricity	7070	8185	3085	3344
Gas	198	403	334	201
Paraffin	709	3509	4389	2601
Wood	2082	1949	1943	886
Coal	35	106	93	44
Candles (not a valid option)	-	-	-	-
Animal dung	15	49	88	112
Solar	9	39	8	17

7.8.1

Energy or fuel for cooking by Geography for Household weighted				
	FS161: Letsemeng	**FS162: Kopanong**	**FS163: Mohokare**	**FS164: Naledi**
None	32	49	27	6
Electricity	9896	13493	8205	6370
Gas	293	522	551	302
Paraffin	408	1042	1332	553
Wood	576	449	588	362
Coal	8	18	11	11
Animal dung	12	36	64	75
Solar	15	35	13	11

7.9 Economically Active population

7.9.1 Definition:

Economically active population (EAP) is defined as the number of people that are able and willing to work from the age of 15 up to and including 64 years. It includes both employed and unemployed persons. In this regard, the official definition of EAP is utilized in that persons who consider themselves unemployed, but did not recently take active steps to find employment are not considered part of the economically active population (Global Insight, Stats SA).

The economically active population is measured at the place of residence and thus represents the number of economically active persons residing within a specific region.

7.9.2 Free State Growth and Development Strategy (2011) Link:

Social Enabler 6: Ensure social development and social security services
Indicator: Unemployment rate

Ten year target: 25%
Twenty year target: 20%

7.9.3 Geographic areas of need

An investigation of EAP identified the following geographic areas (district and local municipalities) of EAP, indicated in relation with Xhariep District Municipality and its local municipalities:

7.9.4 Economically Active Population per metro and district municipality

District Municipality	Number	Percentage (%)
Mangaung Metro	259 640	36.30
DC 18: Lejweleputswa	254 549	38.90
DC 19: Thabo Mofutsanyane	250 243	29.90
DC 20: Fezile Dabi	159 651	31.87
DC 16: Xhariep	**56 287**	**30.10 of the Free State Province**

Data Source: STATSSA (Census 2011 Survey)

7.9.5 Economically Active Population per local municipality

Local Municipality	Number	Percentage (%)
Kopanong	19472	29.54
Letsemeng	16639	30.53
Mohokare	12110	32.63
Naledi	8067	27.38

Data Source: STATSSA (Census 2011 Survey)

7.9.6 Concluded Analysis

The number of population that was economically active in Xhariep District Municipality in 2010 was 56 287, representing a percentage of 30.10% (Global insight, 2010). It had the lowest number in the province with economically active population in 2010.

The highest number of economically active population (in the district) per local municipality in 2010 was Kopanong with 19 472 people representing a percentage of 29.54%, followed by Letsemeng with 16 638, Mohokare with 12 110 and Naledi with 8 067.

7.10 Unemployment

7.10.1 Definition:

The official definition of unemployment (global insight 2010) utilized includes persons who are not working, but were looking for work in the past four weeks, but does not include those people who are neither working nor looking for work, even if they would accept work if it was offered to them.

7.10.2 Free State Growth and Development Strategy: Link

Social enabler 6: ensure social development and social security services
Indicator: unemployment rate

- Ten year target: 25%
- Twenty year target: 20%

7.10.3 Geographic areas of need

An investigation of unemployment identified the following geographic areas (District and Local Municipalities) with need, indicated in relation with Xhariep District Municipality and it's Local Municipalities:

7.10.4 Concluded Analysis

The number of unemployed population in Xhariep district municipality in 2011 was a percentage of 24.36% of economically active population. It had less number in the province of economically active people that is unemployed. Lejweleputswa had more unemployed people, followed by Thabo Mofutsanyane, Mangaung metro and Fezile Dabi.

More economically active population unemployed per local municipality (in the district) in 2011 was in Kopanong, followed by Letsemeng, Mohokare and Naledi.

7.10.5

Individual monthly income by Geography for Person weighted				
	FS161: Letsemeng	FS162: Kopanong	FS163: Mohokare	FS164: Naledi
No income	13800	17998	12509	9130
R 1 - R 400	7646	9324	8719	6193
R 401 - R 800	1810	2763	1875	1813
R 801 - R 1 600	6944	9424	5940	3982
R 1 601 - R 3 200	2000	2212	1074	926
R 3 201 - R 6 400	1257	1701	952	504
R 6 401 - R 12 800	950	1293	909	489
R 12 801 - R 25 600	599	747	443	296
R 25 601 - R 51 200	135	214	118	54
R 51 201 - R 102 400	47	92	54	25
R 102 401 - R 204 800	27	61	19	39
R 204 801 or more	13	34	21	12

Data Source: STATSSA (Census 2011 Survey)

7.11 Poverty Rate

7.11.1 Definition:

Poverty rate is defined as the percentage of people living in households with an income less than the poverty income.

Poverty income refers to the minimum monthly income needed to sustain a household and varies according to the household size: the larger the household, the larger the income required to keep its members out of poverty (global insight, 2010).

The poverty income used is based on the bureau of market research's minimum living level.

The table below indicates monthly poverty income per household size for the year 2010.

Household size	**Minimum monthly income needed to sustain a household**
1	1 315
2	1 626
3	2 092
4	2 544
5	3 024
6	3 538
7	3 991
8+	4 729

Data Source: STATSSA (Census 2011 Survey) (Table: monthly poverty income by household size (rand per month).

7.11.2 Free State Growth and Development Strategy (2011) Link:

Social Enabler 6: Ensure social development and social security services
Indicator: People living in poverty

Ten year target: 35%
Twenty year Target: 25%

7.11.3 Geographic areas of need

An investigation of poverty identified the following geographic areas (metro, district and local municipalities) with need, indicated in relation with Xhariep District Municipality and its local municipalities:

Table: Number of people in poverty per metro and district municipalities

District Municipality	Number of people in poverty	Percentage (%) of people in poverty
DC19: Thabo Mofutsanyane	403 721	48.23
DC18: Lejweleputswa	272 898	41.70
DC17: Mangaung Metro	225 304	31.50
DC20: Fezile Dabi	175 820	35.09
DC16: Xhariep	**91 683**	**49.03**

Data Source: STATSSA (Census 2011 Survey)

The number of population living in poverty in Xhariep in 2011 was 90 678, representing a percentage of 46 .03% people and it was the lowest number in relation with the metro and other district municipalities.

Kopanong was the local municipality in the district in 2011 with (32 704) the highest number of people living in poverty, followed by Letsemeng with 25 962, Mohokare with 17 332 and Naledi with 15 686 people.

7.12 Water Supply

7.12.1 Letsemeng

The Petrusburg Node and farms utilise boreholes as the supply of potable water. The boreholes are not sustainable and an alternative source will have to be found to supply the Petrusburg node in future.

The Koffiefontein and Jacobsdal Nodes extract water from the Kalkfontein Dam while the latter also extracts water from the Orange-Riet Canal. Oppermans also extracts water from the Orange-Riet Canal. The water extracted is purified locally while both the Koffiefontein and Jacobsdal purification plants seem to be inadequate to cope with the increased demand for potable water. There is also a need to increase the storage capacity in Jacobsdal.

The Luckhoff node extracts water from the Sarel Hayward Canal and Van der Kloof Dam. Both the purification plant and reservoir need to be upgraded in future to cope with future demand.

7.12.2 Mohokare

Rouxville gets it water supply from the Kalkoenkrans dam and boreholes. Water shortages are experienced during dry seasons and access to alternative sources need to be investigated. The purification works is working at capacity while a new reservoir is required.

Smithfield obtains its water from the Caledon River, which is then purified at the local purification plant. There are also 7 boreholes which supplements the water supply from the river.

Zastron obtains its water from the Montagu and Kloof dams as well as boreholes. The current capacity of the reservoir, pump station and purification works is sufficient for the next five years.

7.12.3 Kopanong

Most of the towns in the area utilises water from the Bloemwater pipelines running through the area, except Jagersfontein and Fauresmith, which get it water from the mineshafts in Jagersfontein. The water quality from the mineshafts is poor and the purification plants will need to be upgraded or an alternative water source need to be established to supply these two towns.

Water shortages are also experienced during summer when low rainfall is recorded. The pipeline between Fauresmith and Jagersfontein is also very old and leakages occur regularly.

The supply of water to Reddersburg and Edenburg from the Bloemwater pipeline needs to be supplemented with boreholes and in summer water shortages can be experienced. The water pumps at these two towns are also in poor condition and regular maintenance work is needed. All of the other towns also use boreholes to supplement their water received from Bloemwater. Bethulie's pump station is too small and its capacity will need to be increased in future.

7.12.4 Naledi

Naledi Local Municipality water is being supplied by Bloemwater, infrastructure with a case of few boreholes in remote areas. The issue of aging infrastructure in in the main one of the biggest problems of water supply in this area of Dewetsdorp , Wepener and Van Stadensrus

7.13 Roads, streets and stormwater

The table below provides a summary of the level of street infrastructure provided in each urban area:

7.13.1 Level of street infrastructure in urban areas in Xhariep, 2013

Summary of Km's of Visual Assessments complete									
Mun	**Mun Name**	**Length of Roads to be inspected (km's)**	**Length of Flexible Roads (inspected) (km's)**	**Length of Unpaved Roads (inspected) (km's)**	**Private Roads (km's)**	**Totals (km's)**	**Variation (km's)**	**Variation (%)**	**GPS centre line logging**
FS164	Naledi	142	24	118			0	0	142
FS163	Mohokare LM	198	34	165			1	0.5%	199
FS161	Letsemeng LM	303	55	118	135	308	5	1.65%	
FS162	Kopanong LM	411	75	258	80	413	2	0.5%	
	Total (km's)	**1055**	**188**	**659**	**215**	**721**			

Source: Rural Roads Asset Management Project (Royal Haskoning DHV 2013/14)

Most of the road network in the district is provincial roads, with the N1, N6 and N8 as proclaimed national roads. The present condition of both tarred and gravelled roads are very poor, thus limiting access to communities and economic opportunities. Although the district municipality is responsible for the maintenance of roads serving the district as a whole, these roads have not been identified, leaving a vacuum in terms of responsibility. It is thus important that powers and functions relating to road infrastructure be clarified in future.

Summary of key challenges for roads and stormwater provision

- Most of the road network is the district is dirt roads. Poor maintenance of these roads impact on the accessibility of the district
- The main connector roads in the district are still dirt roads which impact on effective service delivery. The district head quarter in Trompsburg is only accessible from some of the towns via dirt roads.
- Street network is also in poor condition due to a lack of capacity and resources of local municipalities to maintain these.
- Stormwater systems are not in place in most areas, thus impacting on the maintenance of the streets
- Powers and functions in terms of road and street maintenance need to be re-evaluated.

7.13.2 Waste Management

Waste management is the competency of a district municipality but Xhariep has not developed adequate capacity to perform this function effectively. The table below indicates the number of waste disposal sites operated in the area. Most of these sites are not registered and applications will have to be lodged to legalise these sites. Most communities in the urban areas have access to a waste removal system at least once a week.

Summary of key challenges for waste removal service

- Waste removal is currently being removed and treated by each municipality (most municipalities burn waste)
- Cost for waste removal is very high due to old methods
- Plastic creates problems
- No service in rural areas
- None of the waste disposal sites comply with legal requirements and no central facility is available
- There is currently a great need for vehicles and equipment

7.13.2 Parks, Sport and Recreation and Cemeteries

All urban areas have parks. However, these are poorly maintained due to a lack of funding and resources. Most of the parks in the previous disadvantaged communities have not been properly developed and therefore illegal occupation of these parks occurs.

There are ample sport and recreation facilities in the district. However, the condition of these facilities is poor due to a lack of maintenance and vandalism. Some of these have been rented to clubs that charge community members a fee to utilise these facilities. This hampers poor communities to gain access to these services. A new regional sport complex was recently developed in Trompsburg.

Sport and recreation facilities available, 2011

Local Municipality	**Letsemeng**	**Kopanong**	**Mohokare**	**Xhariep**
Multi-function Stadium:	6	2	5	**12**
Soccer fields:	4	26	8	**38**
Rugby Field	3	9	4	**16**
Golf:	2	6	3	**11**
Athletics:	4	10	5	**19**
Swimming pools:	4	7	0	**11**
Cricket:	2	0	0	**2**
Hockey:	0	0	1	**1**
Tennis:	4	29	14	**47**
Netball:	2	14	5	**21**

Local Municipality	Letsemeng	Kopanong	Mohokare	Xhariep
Squash:	1	1	1	**3**
Bowls:	4	8	3	**15**
Badmintion:	1	0	2	**3**
Boxing:	0	0	0	**0**
Karate:	1	0	0	**1**
Basketball:	0	2	1	**3**
Horse racing:	3	1	3	**7**

Source:

Cemeteries are provided in each of the urban areas. Farming communities either utilise private cemeteries on farms or bury their loved ones in town. The following cemeteries facilities are available in the area:

Cemeteries operational in the area, 2004

Local Municipality	Number of cemeteries closed	Number of cemeteries in use	Average number of burials per month
Letsemeng	3	20	250
Kopanong		23	20
Mohokare	5	6	16
Xhariep	**8**	**49**	**95**

Source:

Summary of challenges for services relating to Parks, Sport and Recreation and Cemeteries

The following issues were raised during the IDP workshops:

- Most of the parks are undeveloped or poorly maintained
- Sport and recreation facilities are in a poor condition due to the lack of resources to maintain them and vandalism.
- There is a need for different sporting codes to be accessible to communities
- The current capacity of cemeteries is a problem. Jacobsdal, Edenburg, Bethulie, Rouxville and Zastron urgently require additional cemetery space.
- The maintenance is inadequate
- Not all cemeteries are properly developed with amenities like fencing, potable water and ablution facilities.
- Illegal burials take place on land not earmarked for cemeteries.

7.14 Geological Factors

Physical Features	Description	Annexure
Geology	The geological formations within the municipality change from east to west. The most dominant rock formations are Tarkastad subgroup and Beaufort group in the eastern region, Adelaide subgroup and Beaufort group in the central region and Volksrust formation and Ecca group in the western region. Karoo dolerite formation is scattered throughout the area (Source: Council for Geosciences, 2001).	Annexure A: Mineral deposit map - geological composition of the district.
Rainfall	XDM falls within the summer rainfall area of South Africa (SA). It has low rainfall compared to the rest of the FSP. The eastern part of the municipality receives the highest rainfall.	Annexure A: Rainfall map (AA).
Biological Productivity	Biological productivity is directly related to the rainfall. XDM is less suited for crop production and therefore yields low production capacities per hectare. However, the most eastern area of the district can be used to produce crops economically.	
Grazing Capacity	The grazing capacity varies from east to west within the district, with the lowest number of hectors required per live stock unit in the east. In general, XDM has a low grazing capacity with the largest part having a grazing capacity below 9ha per livestock unit. This can be attributed to the low rainfall the district receives.	
Broad Land Uses	XDM is characterised as farming area, with sheep farming practiced within the central region and cattle and game farming in the western part. The eastern section has more of small scale subsistence farming as well as wheat and maize farming.	• Land Uses - Agriculture map. • Location of towns and administrative districts • Soil types • Rainfall (AA) • Maximum daily temperature (AA)

	A few significant heritage resources occur in the area which can be used as tourist attractions. Care should however be taken when developing these areas in order to preserve the cultural and natural heritage for posterity.	• Minimum daily temperature (AA) • Agricultural types • Topography • Vegetation types • Surface water • Mining (including mineral deposits) • Locality of schools • Sensitive localities • Biological productivity (B276.04) • Grazing capacity (B276.05) • Sensitive areas (B0276.07) • Gravity Model Attraction (B0276.08)

AA – Annual Average

7.14.1 Spatial Overview

Xhariep District forms the southern part of the Free State Province and is one of four district municipalities in the Free State. It covers the largest area and has the smallest population in the Free State, making it the least densely populated district in the province. The district municipality comprises four local municipal areas, namely Letsemeng, Kopanong Mohokare and Naledi.

Letsemeng: Letsemeng forms the western part of Xhariep District and borders the Northern and Western Cape Provinces, the former via Jacobsdal. It is renowned for diamond, salt and slate mining as well as irrigation farming along the Orange Riet Canal and Van der Kloof Dam. It comprises 5 towns connected by a tarred road via Koffiefontein. The R705 links Jacobsdal with Koffiefontein; the R48 links Petrusburg, Koffiefontein and Luckhoff to the north-south; and the R704 links Koffiefontein, Fauriesmith and Jaggersfontien. However, Jaggersfontien is linked to Trompsburg by a dirt road, which hampers effective service delivery between the district and the LM. To travel to Trompsburg from any of the towns in the district on a tarred road would necessitate going via Bloemfontein. The N8 route traverses the area to the north and links Kimberley and Bloemfontein via Petrusburg. The Port Elizabeth railway line starts at Koffiefontein and connects (at Springfontein) with the Johannesburg/Cape Town railway line to continue in an easterly direction towards Port Elizabeth.

The area accommodates Oppermans, just west of Koffiefontein, which is part of a land restitution project. Several pans occur in the area while the Van der Kloof dam, Kalkfontein dam and Wuras Resort are some of the more prominent water sources available in the area. Both the Riet River and Orange River drains through the area in a westerly direction. Although there are ample water sources available in the area, access to potable water in some of the towns remains problematic. The northern parts of the municipal area surrounding Petrusburg are good cultivated agricultural land while the southern area is renowned for livestock farming.

Kopanong: Kopanong forms the middle section of the District and comprises 9 towns of which Trompsburg is the main centre. This area is predominantly used for mixed farming particularly small livestock farming to the south. It accommodates the Bethany restitution project close to Wuras Resort just south of Bloemfontein. It is also home to one of the main tourist attractions of the district, namely the Gariep Dam with its nature reserve alongside it, which is situated on the border with the Eastern Cape. A small portion of the Van der Kloof dam falls within the local municipal area and forms the border with the Northern Cape.

Fauresmith and Jagersfontein are both renowned for mining while Phillippolis is a prominent tourist destination because of its historic value. The N1 and N6 routes traverse the area with most of the towns situated along the N1 route. Reddersburg is situated along the N6 route. The Port Elizabeth and Cape Town/Johannesburg railway lines traverse the area and connect at Springfontein. All the towns are connected by a tarred road, despite the long distances between the towns.

The R706 links Jagersfontein to Bloemfontein and therefore people travelling between Jagersfontein and Trompsburg go via Bloemfontein to avoid the more direct link, still in a dirt state. The R717 links Reddersburg to Edenburg, which also links Phillippolis to Trompsburg. Bethulie is accessible from Trompsburg via Gariep Dam on the R701. The road between Springfontein and Bethulie is still in dirt state, forcing people to travel via Gariepdam. Smithfield is accessible from Trompsburg via Reddersburg or Gariepdam and Bethulie as the road between Trompsburg and Smithfield is in dirt state.

Mohokare: Mohokare forms the eastern section of the district and comprises 3 towns, with Zastron as the main centre. Rouxville lies at the center of the municipal area with Smithfield and Zastron to the west and east respectively. The area borders Lesotho and the Eastern Cape and accommodates the Caledon and Orange Rivers as well as the Tussen-die-riviere Game Reserve.The area is predominantly characterised by mixed farming. But, game farming is a growing activity. The N6 route traverses the area and connects Smithfield to Rouxville. A railway line connecting the Bloemfontein / Durban railway to East London and Port Elizabeth also runs through the area. Access to Zastron is gained via the R26 past Rouxville. Direct access to Mohokare from Trompsburg is via Smithfield on a dirt road, which hampers effective service delivery between the district and the LM.

Naledi - Local Municipality is situated in the south eastern Free State, and forms part of Xhariep District Municipality area. The local municipality area measures 11 933.24 km2 and comprises the former TLCs of Dewetsdorp, Wepener, Van Stadensrus, as well as a part of the former South East, Central South and Bloemfontein District TRCs.

7.14.2 Micro Spatial Overview

Besides understanding the regional composition of the District, sound understanding of local spatial dynamics and issues based on reviewing individual towns is important. This section provides a brief summary of the main spatial issues in each town within the wider District.

Letsemeng Local Municipality		
Town	**Description**	**Spatial Issues**
Koffiefontein	Koffiefontein/Dithlake serves as the municipal administrative seat within Letsemeng Municipality. It is situated approximately 125 km northwest of Trompsburg and an estimated 146 km east of Bloemfontein. Access to the town is via the R48 between Petrusburg and Luckhoff. The main social and economic functions of the town include: (a) main LM administrative centre, (b) regional agricultural services centre, (c) diamond mining operations, (d) regional social services centre.	▪ Need for commercial and social integration of former separated town areas. ▪ Shortage of all forms of housing. ▪ Dilapidation of bridge connecting the town to the surrounding towns. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Development/expansion of municipal buildings and functions. ▪ Sustainable management of land.
Petrusburg	Petrusburg/Bolokanang serves as a commercial and social service centre within Letsemeng Municipality. It is situated approximately 55 km northeast of Koffiefontein. Access to the town is via the N8 between Bloemfontein and Kimberley. The main social and economic functions of the town include: (a) main regional agro-processing centre, (b) secondary agricultural service centre, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.	▪ Shortage of especially lower income housing. ▪ Shortage of municipal land surrounding existing town, impeding expansion. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Effective infrastructural development in areas where agri-processing is dominant. ▪ Sustainable management of land. ▪ More direct benefit from major transport routes.
Jacobsdal	Jacobsdal/Ratanang serves as an economic growth and tourism development node within Letsemeng Municipality. It is situated approximately 45 km northwest of Koffiefontein. Access to the town is via the R705 between Koffiefontein and Modderrivier. The main social and economic functions of the town include: (a) regional agricultural	▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers; Infill planning and development of the buffer area between the two town areas. ▪ Effective infrastructural development in areas where agri-processing is dominant. ▪ Land availability for social

	services centre, (b) key regional tourist destination, (c) main regional agro-processing centre, and (d) social functions such as residence, education and medical services.	application such as community hall and cemeteries. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers.
Oppermans	Oppermans serves as a general agricultural service centre within Letsemeng Municipality. It is situated approximately 12km west of Koffiefontein. Access to the town is via the S647 between Koffiefontein and Luckhoff. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	▪ Shortage of all forms of housing. ▪ Access to land by emerging farmers. ▪ Land availability for social application such a community hall and cemeteries. ▪ Sustainable land management.
Luckoff	Luckhof/Relebohile serves as a general agricultural service centre within Letsemeng Municipality. It is situated approximately 85 km south of Koffiefontein. Access to the town is via the R12 between Koffiefontein and De Aar. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of especially lower income housing units. ▪ Access to land by emerging farmers. ▪ Land availability for social application e.g. cemeteries and community hall. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers.
Kopanong Local Municipality		
Town	**Description**	**Spatial Issues**
Trompsburg	Trompsburg/Madikgetla serves as the regional administrative seat within Kopanong Municipality. It is situated approximately 108 km south of Bloemfontein. Access to the town is via the N1 between Bloemfontein and Colesberg. The main social and economic functions of the town include: (a) main local municipal administrative centre, (b) regional agricultural services centre, (c) regional social centre for health services, (d) social functions such as residence, education and social development services, and (e)	▪ Shortage of housing. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Development / expansion of municipal buildings and functions. ▪ Sustainable land management. ▪ More direct benefit from major transport routes.

	transport support services on major route.	
Reddersburg	Reddersburg/Matoporong serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 65 km northeast of Trompsburg. Access to town is via the R717 between Edenburg and Dewetsdorp. The main social and economic functions of the town includes: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management. ▪ More direct benefit form major transport route.
Edenburg	Edenburg/Ha-Rasebei serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 39 km north of Trompsburg. Access to the town is via the R717 between Trompsburg and Reddersburg. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, (b) social functions such as residence, education and medical services, and (c) transport support services on major route.	▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of especially lower income housing units. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management. ▪ More direct benefit form major transport route.
Jagersfontein	Jagersfontein/Ithumeleng serves as a commercial and social service centre within Kopanong Municipality. It is situated approximately 67 km northwest of Trompsburg. Access to the town is via the R704 between Fauresmith and Trompsburg. The main social and economic functions of the town include (a) diamond mining operations, (b) regional social centre for health services, (c) general agricultural service centre to surrounding farming areas, and (d) social functions such as residence, education and social services.	▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management.
Fauresmith	Fauresmith/Ipopeng serves as a	▪ Shortage of housing.

	general agricultural service centre within Kopanong Municipality. It is situated approximately 77 km northwest of Trompsburg. Access to the town is via the R704 between Koffiefontein and Jaggersfontien. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Sustainable land management.
Springfontein	Springfontein/Maphodi serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 22 km south of Trompsburg. Access to the town is via the N1 between Bloemfontein and Colesberg. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, (b) social functions such as residence, education and medical services, and (c) transport support services on major route.	▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management. ▪ More direct benefit form major transport routes.
Phillipolis	Phillipolis/Poding-tse-Rolo serves as a general agricultural service centre within Kopanong Municipality. It is situated approximately 53 km southwest of Trompsburg. Access to the town is via the R48 between Koffiefontein and De Aar. The main social and economic functions of the town include: (a) key regional tourist destination, (b) secondary agricultural service centre, and (c) social functions such as residence, education and medical services.	▪ Need for effective commercial integration of the former separated town areas. ▪ Shortage of housing. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Land availability for social application e.g. cemeteries and community hall. ▪ Sustainable land management ▪ Conservation of areas surrounding local rivers.
Bethulie	Bethulie/Lephoi serves as a regional agricultural service centre within Kopanong Municipality. It is situated approximately 52 km south of Trompsburg. Access to the town is via the R701 between	▪ Access to land by emerging farmers. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers;

	Gariep Dam and Smithfield. The main social and economic functions of the town include: (a) regional agricultural services centre, (b) key regional tourist destination, and (c) social functions such as residence, education and medical services.	
Gariepdam	Gariepdam serves as a service centre and tourism attraction within Kopanong Municipality. It is situated approximately 62 km south of Trompsburg. Access to the town is via the N1 between Bloemfontein and Colesberg. The main social and economic functions of the town include: (a) key regional tourist destination, (b) general agricultural service centre to surrounding farming areas, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.	▪ Need for commercial and social integration of the former separated town areas. ▪ Shortage of housing. ▪ Infill planning and development of the buffer area between the two town areas; ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers. ▪ More direct benefit form major transport routes.

Mohokare Local Municipality

Town	Description	Spatial Issues
Zastron	Zastron/Matlakeng serves as the municipal administrative seat within Mohokare Municipality. It is situated approximately 158 km east of Trompsburg and an estimated 181 km southeast of Bloemfontein. Access to the town is via the R26 between Wepener and Rouxville. The main social and economic functions of the town include: (a) main local municipal administrative centre, (b) regional agricultural services centre, (c) regional social centre for health services, (d) social functions such as residence, education and medical services, and (e) transport support services on major route.	▪ Shortage of especially lower income housing. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas; ▪ Development and expansion of municipal buildings and functions. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers. ▪ More direct benefit from major transport routes.
Smithfield	Smithfield/Mofulatshepe serves as a service centre and tourism attraction within Mohokare Municipality. It is situated approximately 68 km west	▪ Need for effective commercial integration of the former separated town areas. ▪ Shortage of especially lower

	of Zastron. Access to the town is via the N6 between Bloemfontein and Aliwal North. The main social and economic functions of the town include: (a) key regional tourist destination, (b) general agricultural service centre to surrounding farming areas, (c) social functions such as residence, education and medical services, and (d) transport support services on major route.	income housing units. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Land availability for social function such a community hall and cemeteries. ▪ Conservation of areas surrounding local rivers. ▪ More direct benefit from major transport routes. ▪ Poor road access between Smithfield and Trompsburg.
Rouxville	Rouxville/Roleleathunya serves as a general agricultural service centre within Mohokare Municipality. It is situated approximately 30 km west of Zastron. Access to the town is via the R26 between Zastron and Trompsburg. The main social and economic functions of the town include: (a) general agricultural service centre to surrounding farming areas, and (b) social functions such as residence, education and medical services.	▪ Shortage of especially lower income housing. ▪ Shortage of municipal land surrounding existing town and impeding expansion. ▪ Access to land by emerging farmers. ▪ Infill planning and development of the buffer area between the two town areas. ▪ Sustainable land management. ▪ Conservation of areas surrounding local rivers. ▪ More direct benefit form major transport routes.
Naledi		
Dewetsdorp	Physical barriers such as natural characteristics (especially to the South and South East), roads (e.g. The R702 between Bloemfontein and Wepener), poor geological conditions to the north, etc. Development on existing vacant land towards the North West will not conform to sound development principles and will eventually lead to “urban sprawl”. The provision of services to the north and west will be problematic and expensive due to the topography and slope.	
Wepener	Topography and slope to the north would make construction and provision of services an unviable and expensive option. Development on existing vacant land towards the south will not conform to sound development principles and will eventually lead to “urban sprawl”.	

	The sand river (currently under tremendous silting) causes large parts of the inner urban areas to be undevelopable and to the south-east of Wepener; numerous erven had to be cancelled due to the expansion of flood line over these sites as a result of silting
Van Stadensrus	The main limiting factor in guiding urban development in the areas is the shortage of land. Due to the relatively small area available to the Local Municipality, the entire area is focused on urban development and the urban fringe follows the outer boundary of the jurisdiction area. Apart from space, the unfavorable topography to the north and north east of Thapelang further limits expansion. This shortage of developable land as well as the availability of vacant, though un-serviced, erven to the western parts of Van Stadensrus, results in the logical expansion of Thapelang towards this area by means of redevelopment and densification.

7.14.3 Regional Interaction

The table below provides a brief summary of the area as well as the number of farms found within Xhariep and per LM area.
Although Kopanong represents the largest geographical area by far, it also records the lowest density within the district. From the table below it is evident that Letsemeng has the highest population density and thus proving the highest pressure on land resources.

The potential interaction of the various towns with each other was measured by using Zipf's Gravity Model, which states that the potential force of attraction between two bodies or towns is proportionally equal to the product of their population and inversely proportional to the square of the distance between them.

The distances between the various towns within Xhariep are indicated in the table below:

7.14.4 Distances between Town Areas of Xhariep (kms)

TOWN	KOFFIEFONTEIN	PETRUSBURG	JACOBSDAL	OPPERMANSGRONDE	LUCKHOFF	TROMPSBURG	EDENBURG	REDDERSBURG	FAURESMITH	JAGERSFONTEIN	PHILLIPOLIS	SPRINGFONTEIN	GARIEP DAM	BETHULIE	ZASTRON	SMITHFIELD	ROUXVILLE	DEWETSDORP	WEPENAR	VAN STANDENSRUS
KOFFIEFONTEIN	0																			
PETRUSBURG	55	0																		
JACOBSDAL	45	76	0																	
OPPERMANSGRONDE	12	67	57	0																
LUCKHOFF	42	97	87	30	0															
TROMPSBURG	125	180	170	137	136	0														
EDENBURG	115	152	160	127	175	39	0													
REDDERSBURG	141	141	186	153	317	65	26	0												
FAURESMITH	48	73	93	60	48	77	67	93	0											
JAGERSFONTEIN	58	310	103	70	234	67	57	83	10	0										
PHILLIPOLIS	109	134	154	121	83	53	92	118	61	71	0									
SPRINGFONTEIN	147	202	192	159	158	22	61	87	99	89	42	0								
GARIEP DAM	173	242	218	199	131	62	101	127	139	129	48	40	0							
BETHULIE	177	232	222	189	188	52	91	144	129	119	100	30	52	0						
ZASTRON	283	249	328	295	325	158	171	145	235	225	235	165	187	135	0					
SMITHFIELD	215	218	260	227	257	90	82	77	167	157	167	88	119	67	68	0				
ROUXVILLE	253	256	298	318	288	128	141	115	205	195	205	135	157	105	30	38	0			
Dewetsdorp																		0		
Wepenar																			0	
Van Stadensrus																				0

Source: Xhariep District Municipality (Naledi Local Municipality Towns awaiting the spatial development framework)

The distances between some of these towns as well as their current projected populations provided the basic input to the Gravity Model with the resulting potential attractions.

Key Spatial Issues

From the above macro and micro spatial overview and identified local spatial issues, the following key regional spatial issues were identified as the basis to be address by the spatial development framework.

7.14.5 Key Spatial Issues

KEY SPATIAL ISSUE	BRIEF DESCRIPTION
Access to land	The issue of access to land relates the local authorities as well as individuals and groups. As far as individuals and groups are concerned, the burning issues are access to residential land in urban areas and to agricultural land for emerging farmers. Various local authorities experience a shortage of land for residential expansion and other social functions.
Land development	Land Development relates to the availability, preparation and funding of certain key land uses such as sites for housing developments, land for needed social amenities and economic activities. The key issues requiring attention in this regard include: the generation of proper information of projected land development needs, funding, co-operation and local capacity to evaluate development applications.
Spatial integration	Spatial integration has to focus on both a macro and a micro level. On a macro level there is a need for a more focused development at key nodal points to develop the region strategically within current resource constraints. On a micro level, most town areas are still geographically segregated and direct intervention within former buffer strip areas will be required to integrate communities.
Sustainable land management	The long-term sustainability of all land development practices will be the key factor in the environmental and economic future of this predominantly agricultural region. Specific attention will have to be given to the building of capacity amongst especially emerging land users and the provision of a management framework to all land users within the district.
Proper distribution network	The vast distances between the various towns in the district make all communities dependent on the regional distribution roads for social as well as economic functioning. Most of these roads are however in a state of disrepair and especially the routes falling

KEY SPATIAL ISSUE	BRIEF DESCRIPTION
	within the corridor areas will have to be upgraded and maintained as a matter of urgency.
Land reform and restitution	The two land restitution cases within the municipality (namely Bethany and Oppermans) still need to be finalised and will require infrastructural intervention to provide proper infrastructure not presently available due to past neglect. The further land redistribution effort within the region will also have to be co-ordinated proactively in order to ensure legal and systematic address of the land shortage within the area.
Land Conservation	Various areas along the southern border of the district, adjacent to the Orange river as well as surrounding regional dams are well suited for tourism and agricultural development alike. These areas are however sensitive to over utilization and pollution and will have to be protected and conserved to ensure long-term benefits thereof.

Structuring Elements

The Spatial Development Framework as indicated on Plan B276.09 needs to be indicative and therefore the need to adopt a set of structuring elements that can give future structure to the municipal area.

Four spatial structuring elements were identified. The following gives a short explanation to the terminology used:

Nodes:

These are areas where development (facilities, services and economic opportunities) tends to concentrate. Different types of nodes can be distinguished:

Urban Nodes are pockets of concentration of human settlement at a specific locality at the regional scale and offer a spectrum of supporting infrastructure and services needed to maintain and develop new services and infrastructure within these urban nodes. Seventeen urban nodes have been established in Xhariep district.

Development nodes are areas where local economic growth will be promoted. Social and public amenities may also be located within or nearby the development node. The size, scale, nature and form of a node will differ from one another, as a variety of activities will tend to cluster in and around the node. The larger the influence sphere of a node, the more intense the development associated with the node and the greater the density and area that the node will occupy.

Tourism nodeswill offer leisure and tourism products to the consumer. The node will attract tourists due to its unique features, historic value or special character and will therefore have an edge over any other node in the district to draw tourists to the region.

Special nodesare areas where specific products or services are available and these nodes will tend to specialize on capitalizing on these region-specific products. A range of specialization nodes have been identified in terms of the products the region offer. The first form of specialization is in the agricultural sector where a node can specialize in the accommodation of emerging farmers or the production of specialized produce or in agro-processing, The second sector in which specialization will be promoted is the mining industry where an area can either specialize in the exploration and/or processing of mining products. The third sector of specialization is the tourism industry where node can act as a tourist attraction or as a tourist information centre.

Corridors:
Different types of corridors can be distinguished:

Development corridorsare characterized by higher order ribbon-like development along routes that can be classified as movement corridors. These corridors promote economic activity along these routes. However, it is foreseen that the presence of economic activity along these routes will require special attention in terms of the provision of pedestrian facilities and the planning of ingress and exits to and from commercial activities in order not to interfere with the mobility of the corridor itself.

Tourism Corridors are scenic routes linking places attracting tourists with one another. These routes will therefore support development focusing on the hospitality and tourism industry along it. Again, precaution will have to be taken to ensure sufficient ingress and exist from these facilities to ensure mobility along the main routes.

Districts:
Districts are areas with common identifying characteristics and usually have a homogeneous land use associated with it. It comprises medium to large sections of the spatial environment. Different kinds of districts have been identified for the purpose of the SDF:

Commercial agricultural districts are the larger agricultural land units which accommodates a diversity of agricultural production for the commercial market. The areas usually surrounds the urban nodes.

Intensive Agricultural districts (irrigation) are areas with smaller commercial agricultural units with normally a higher production yield per hectare. These units usually incorporate irrigation schemes and are concentrated along water courses.

Emerging Farmer agricultural districts are the areas utilised for communal grazing, forestry and or agricultural activity by a community and usually support subsistence farming activities. Most of these are associated with land redistribution and restitution projects launched in the district.

SDF Principles and Guidelines for development

Principle of Sustainability

- Sustainable management and use of resources making up the natural and built environment
- Land use and development decisions must promote harmonious relationships between the built and natural environment
- Holistic approach that will minimize long term negative impacts of current land use and development decisions
- The resources that will be used (physical, social and economic) must be investigated and life cycle cost and side effects on the environment, community and economy must be understood.

Norms

- Land may only be used and developed in accordance with law
- The primary interest of making a decision on land development and use must be recorded in approved national, provincial or municipal policy
- Land development and planning processes must integrate disaster prevention, management or mitigation measures
- Land use planning and development should protect natural, environmental and cultural resources
- Land that is currently used for agriculture will only be reallocated to other uses where there is a real need and prime agricultural land should remain in production.

Principle of equality

Everyone affected by spatial panning, land use management, development actions/decisions must enjoy equal protection and benefits and no unfair discrimination should be allowed.

Norms

- Where public is involved in land use planning and development processes, public involvement must be inclusive of all persons and groups with an interest in the matter being decided.
- Land use regulators and planning authorities must ensure that previous disadvantaged communities and areas receive benefits and opportunities flowing from land development
- Appropriateness of land use must be determined on the basis of its impact on society as a whole rather than only the applicant or immediate neighbours.

Principle of efficiency

- The desired result of land use must be produced with the minimum expenditure of resources
- Institutional arrangements and operations, adopted procedures, settlement form/pattern and utilization of resources should be efficient

Norms

- Land use planning and development should promote compact human settlements, combating low intensity urban sprawl
- The areas in which people live and work should be close to each other
- Plans of neighbouring municipalities and regions should relate positively to each other

Principle of Integration

- Separate and diverse elements involved in development planning and land use should be combined and coordinated into a more complete or harmonious whole
- Need to integrate systems, policies and approaches
- Integration of different sectors and spheres during planning and management
- Integration of racial and socio-economic sectors and spatial integration of land uses, places of living with places of working and shopping and relaxing

Norms

- Land use decisions should take account of and relate to sectoral policies of other spheres and departments of government
- Land use and development should promote efficient, functional and integrated settlements
- Land use and development should be determined by the availability of appropriate services and infrastructure
- Promote racial integration
- Promote mixed use development

Principle of fair and good governance

- Spatial planning and land use management and development must be democratic, legitimate and participatory
- When new plans are formulated authorities must have processes in place that actively involve citizens and interest groups

Norms

- Affected parties have a right to access information pertinent to land use and development plans that are being considered by land use regulators
- Affected communities must be capacitated to enable them to comprehend and participate meaningfully in development planning processes affecting them
- Decisions must be made in public domain and no planning decisions taken behind closed doors
- Names and contact details of officials with whom the public should communicate in relation to spatial and land use planning and management must be publicized
- Decisions must be taken within statutorily specified time frames
- Participatory structures that are accessible must be created to allow interested and affected parties to express concern or consent with development decisions at an early stage.

Spatial Development Analysis

Plan B276.09 indicates the Spatial Development Framework adopted for the Xhariep District.

Nodes

Urban nodes
Xhariep district comprises seventeen urban nodes as listed in the table below:

Urban centres located within a Local Municipality's area of jurisdiction, 2012

Letsemeng Local Municipality	Kopanong Local Municipality	Mohokare Local Municipality	Naledi Local Municipality
Jacobsdal	Bethulie	Rouxville	Dewersdorp
Koffiefontein	Edenburg	Smithfield	Wepener
Luckhoff	Fauresmith	Zastron	Vanstandersrus
Oppermans	Gariep Dam		
Petrusburg	Jagersfontein		
	Philippolis		
	Reddersburg		
	Springfontein		
	Trompsburg		

Source: Xhariep District Municipality

These nodes accommodate an array of infrastructure and services that are offered to the local and surrounding community. Development should be concentrated in these urban nodes rather than promoting scattered developments throughout the district.

Although some services need to be provided within the rural areas, most of the services will be provided within the urban areas. To allow access to these services improved road network and public transport should be promoted.

Some of the urban nodes have development potential while some will only act as service centres. Those with the potential to draw investment have been identified as development or tourism nodes.

Development Nodes

Trompsburg was identified as the most important development node within the district, followed by Koffiefontein, Zastron, Gariepdam, Jacobsdal and Jaggersfontien. Each of these urban nodes offers potential for investment and should therefore be developed in its own special way to draw investment to the region. Those urban nodes, which have not been identified as development nodes, will continue to exist as service centres. It is therefore sensible to focus capital investment to favour those nodes where development will more likely be sustained in future.

This implies that both public and private initiatives in areas identified as development nodes should be supported whereas those in areas not identified as development nodes should be re-evaluated and where possible, funding or investment should be channelled to the development node closest to the intended development. In practise this will imply that people will relocate to those towns with growth potential, as jobs will more likely be created in these areas. This will have the effect that a greater need for new residential sites, housing and infrastructure will arise in these areas, thus requiring the allocation of grants for capital investment projects to favour these localities more than those with limited growth potential.

The areas without growth potential should be developed with social services in support of those areas where growth will be experience. It is therefore proposed that attention should be paid to education, health and social infrastructure in these service nodes so that the quality of life of people staying there can be improved. These service nodes will then act as suppliers of well – educated and skilled people to the development nodes.

Bloemfontein, Kimberley and Aliwal North were identified as strong nodes outside the district which draws local people to spend money in these areas. None of the nodes within the district have the potential to fulfil the role that these external nodes fulfil, however, effort should be taken to improve the services offered in the local development nodes in order to retain local spending as far as possible.

Tourism Nodes

Phillippolis and Smithfield were identified as tourism nodes. This implies that development focusing on the hospitality and tourism industry should be promoted in these nodes. Other supporting developments should also be supported. Particular attention should be paid to the marketing of these nodes to tourists and therefore it should be included in the Tourism Development Strategy of the district.

Careful consideration should be given to advertising and building design when new and existing developments are evaluated, as this can negatively impact on the marketability of the town as a tourist destination. The existing ambiance of the town should therefore be enhanced with sensitive development.

Nodes of specialization

The region offers a variety of region specific products. It was therefore proposed that these products should be promoted and therefore nodes of specialisation were identified in support of this notion. Caution should however be taken not to exclude other initiatives in these nodes but to rather encourage development in support of the regional opportunity that exists in these nodes. The following table gives an overview of the nodes identified to specialise in certain economic activities:

Nodes of specialization

Node	**Area of specialization**	**Specific initiatives that can be promoted**
Bethany settlement	Agriculture: emerging farmers Agriculture: intensive (irrigation)	Fruit Irrigation schemes
Trompsburg	Tourism: Information Agriculture: Agro-processing Agriculture: Special produce Mining: exploration	Tourism information centre Spring water, Beer brewery, wool spinning, Angora rabbits
Gariepdam	Tourism: Information and Tourism: Attraction	Filling station, tourist information centre, Convention centre, Tri-district casino, Arts and crafts curio shops
Phillippolis	Tourism: Information and attraction	Tourist information centre Historic sites
Jagersfontein	Mining: Exploration and processing	Diamond mining and cutting
Koffiefontein	Mining: Exploration and processing Agriculture: Intensive (irrigation)	Diamond mining and cutting Irrigation scheme along Kalkfontein dam
Luckhoff	Agriculture: Intensive (irrigation) Agriculture: Special produce Agriculture: Agro-processing	Irrigation schemes Leather tanning Abattoir
Oppermans	Agriculture: Emerging farmers Agriculture: Special produce Agriculture: Intensive (irrigation)	Ostrich farming Grape and fruit farming
Jacobsdal	Agriculture: Intensive	Grape farming

Node	Area of specialization	Specific initiatives that can be promoted
	(irrigation) Agriculture: Agro-processing	Wine produce
Petrusburg	Mining: Exploration and processing Agriculture: Agro-processing Agriculture: Intensive (irrigation)	Slate and salt mining Potato processing Potato farming
Reddersburg	Agriculture: Emerging farmers	Game farming Weigh bridge
Smithfield	Tourism: Information and attraction Agriculture: Special produce	Tourist information centre Game farming
Zastron	Agriculture: Special produce	Fish farming Game farming Trade with Lesotho
Bethulie	Agriculture: Special produce	Fish farming Game farming

Source: IDP Review Workshops

Corridors

Development Corridors

A development corridor tends to link development nodes with one another. In Xhariep, two main development corridors were identified. The one runs in a north-south direction and links Bloemfontein, Trompsburg, Gariepdam and Colesburg with one another along the N1 route. The second development corridor runs in an easterly to westerly direction and links Zastron, Trompsburg, Jagersfontein, Koffiefontein and Jacobsdal with one another.

Two service centres Rouxville and Smithfield have been included in this development corridor and may in future develop the potential to become development nodes. Presently, they are considered only as service centres within the link.

Economic development should be promoted along the development corridors but care should be taken not to impact negatively on the mobility of the corridor.

It is also foreseen that the N6 route will become more important in future once the Koega development has taken off. This will imply that a third development corridor will in future develop linking Bloemfontein with Aliwal North via Reddersburg, Smithfield and Rouxville. Again, these service centres may in future change their status and become development nodes once this route gain popularity.

Three roads have also been identified to be tarred to improve accessibility in the district. These are listed in terms of importance and are the roads between (a) Jagersfontein and Trompsburg, (b) Trompsburg and Smithfield and (c) Springfontein and Bethulie,

Tourism Corridors

Two tourism corridors have been identified. The one is the Horizon Route linking Kimberley with Jacobsdal, Koffiefontein, Fauresmith and Jagersfontein and the second is the Xhariep route along Gariepdam, Bethulie, Smithfield, Rouxville and Zastron where it will link up with the Maloti route that runs through the Eastern Cape along the R26 which follows the Lesotho boundary up to QwaQwa.

Commercial Agricultural District

The commercial agricultural district constitutes the largest part of the district and accommodates a variety of mixed farming. The SDF is in support of these present land uses and promote areas of specialisation where viable.

Irrigation Agricultural District

Irrigation schemes exist in the area like the Rust scheme and Bleskop scheme. These are supported in the SDF, However, more initiatives are proposed in the SDF which will have to be investigated in terms of their viability and sustainability in future.

Emerging Farmers Agricultural District

The two restitution cases in the district namely Bethany and Oppermans have been identified for the settlement of emerging farmers. More intense agriculture and areas of specialisation have been proposed for these areas.

Sensitive Areas

The areas along river courses and water sources, mountainous areas and scenic areas are all classified as sensitive areas. These include places like Nature Conservation Areas and Nature Reserves, Historic sites and pristine areas of which the most significant features have been illustrated on Plan B276.07. Development in these areas should be sensitive towards these natural and cultural features.

Implementation Strategies

As the district municipality is not a direct land developer its main function will remain the co-ordination and promotion of land and spatial development initiatives. Where possible the district municipality will however financially support programmes and projects aimed at the district spatial development framework, with external as well as internal funding. The main

areas for implementation actions include: Research and administration, Specific areas of Intervention, Public land development and Private Land development as discussed briefly below:

Public land development

As already mentioned, the district municipality does not have statutory powers over land development and will therefore only support public land development within local municipalities through funding, empowerment and co-ordination with the following main activities.

- Lobbying for funding to address the key spatial priority area such as access to land, spatial integration, land reform and sustainable land management.
- Providing financial support to local municipalities form internal funding, only based on formal business plan application and as far as such projects adhere to the IDP and Spatial development framework of either the local or district municipality.
- The Planning and Social Development will educate and empower local municipal officials and councillors alike as to sound spatial development practices and mechanisms of land release and development.
- Co-ordination of land development efforts through the development and maintenance of a district land database containing information on land status, needs, reform projects, funding applications and development control applications.

Private land development

The Xhariep district municipality will support any private land development initiative aimed at providing land tenure security, land development and employment opportunities to the benefit of local residents and in accordance with the IDP and Spatial Development Framework of the municipality. Such support will however always be channelled through the relevant local municipality and take the form of concept support and financial support where local community members will be directly advantages through such as project.

The SDF constitutes the land use framework for the district and needs to guide land use management for local municipalities where disputes or border issues becomes a problem. The SDF of Xhariep tries to focus development within the district in those areas where development is most likely to occur. It therefore identifies development nodes which need to receive priority for future development. The SDF of Xhariep will serve as a point of departure to inform the local SDFs.

7.15 National Spatial Development Perspective

7.15.1 National Spatial Development Vision

Government's national spatial development vision can be described (National Spatial Development Perspective [NSDP] page 35) as follows:

SA will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- by fostering development on the basis of local potential
- by focusing economic growth and employment creation in areas where this is most effective and sustainable
- by supporting restructuring where feasible to ensure greater competitiveness
- by ensuring that development institutions are able to provide basic needs throughout the country.

Normative Principles

The NSDP proposes the following normative principles to be used as a guide by all spheres of government when making decisions on infrastructure investment and development spending:

- Government spending on fixed investment, beyond the constitutional obligations to provide basic services to all citizens, should be focused on localities of economic growth and/or potential for sustainable economic development in order to attract private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities. In these areas government's objective of both promoting economic growth and alleviating poverty will best be achieved.
- In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending beyond basic services should focus on social investment, such as human resource development, labour market intelligence and social transfers, so as to give people in these areas better information and opportunities. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities. The further concentration of people in need in areas of low potential should therefore not be encouraged.

7.16 Environmental Profile

XDM has the responsibility for environmental management and planning. Better ways of managing the environment can increase opportunities for a balanced natural resource utilisation and also contribute to improved Eco-Tourism sector development which is needed by the local economy. The prevailing physical environmental characteristics are described below.

Topography

Xhariep topography is generally low lying and undulating slopes with high altitude areas along the mountainous pockets in the southern part of the district. It is mainly covered by Eastern grasslands and dry Karoo savannas. In general, altitudes vary from 2060m above sea level at Bakenkop in the north-eastern quadrant to 1100 m above sea level in the western quadrant of the study area.

Morphology

The morphology of the area encompassing Koffiefontein and Petrusburg can broadly be described as plains with medium relief. The area is categorized by slightly irregular plains and pans with a nominal slope. The morphology of the area encompassing a large area of the Smithfield can broadly be described as Plains with medium relief categorized by slightly irregular and undulating plains with a nominal slope.

The morphology of the largest portion of the study area can be described as lowlands with hills with a slight slope. This includes the largest section of the Orange River. The Zastron area can be categorized as Lowlands with mountains.

The areas adjacent to the Orange River (approximate localities Phillipolis to Luckhoff and Lesotho border to the area south of Rouxville) can be categorized as closed hills and mountains with moderate to high relief. The Orange River section to the west of Phillipolis and south of Luckhof has hills and the section from the Lesotho border to the south of Rouxville has low mountains.

Geology

The geology of the entire district can generally be classified as rocky and sandy with the following rock formations present.

Ecca Group

The area from Phillipolis to Petrusburg to the western boundary of the study area is underlain mainly by the Ecca Group. The Prince Albert, White Hall and Tierberg Formations make up the Ecca Group (Pe). The thickness of the group together makes up 340 m –360 m. The Prince Albert formation maintains a relatively constant thickness of between 34 m –46 m. It consists of black carbonaceous shale and dark bluish-green to grey massive micaceous shale with silty lenses.

An iron-rich concretion horizon is followed by grey to olive-green micaceous shale / mudstone. The thickness of the White Hill Formation varies between 10 m – 18m but regional thinning northwards has been recorded.

The unit consists mainly of thinly laminated carbonaceous shale that weathers to a white colour. The uppermost Tierberg formation attains a thickness of approximately 300 m. This unit consists of mudstone, light-green to greenish-grey shale with concretional horizons. Shale with interbedded siltstone and fine-grained sandstone comprises the upper portion of this unit.

Beaufort Group

Most of the remainder of the study area (Rouxville – Aliwal North – Bethulle - Phillipolis – Edenburg – Bloemfontein – Thaba Nchu - Lesotho) is underlain Beaufort Group. The Beaufort Group (P-Trb) comprises the Adelaide and Tarkastad Subgroups. The Adelaide Subgroup attains a maximum thickness of 400 m. It consists of a 10 m – 15 m thick marker sandstone at the base, followed by siltstone and grey to reddish mudstone with subordinate lenses of sandstone. The topmost part of the unit consists of bluish to greenish-grey shale's and red to purple mudstone.

The Tarkastad Subgroup consists of cream to khaki coloured, medium grained, and feldspatic sandstones with interbeds of red, purple and green mudstones. The sandstone horizons are thicker and more prominent than those of the underlying Adelaide Subgroup. The Sandstone layers are particularly well developed at the bottom and towards the top of the unit.

Molteno Formation

The portion of the study area from the Orange River – Rouxville – northeast to the Lesotho Border is underlain by the Molteno formation. The Molteno Formation (Trm) consists as greyish-green and red to purple mudstone with bands of fine- to course grained sandstone. Lenses of grit, scattered large pebbles, cobblers and boulders up to 6 kg in weight, occurs in certain sandstone beds.

Elliot Formation

A small portion of the study area (which is underlain by the Molteno Formation) is underlain by the Elliot Formation. The Elliot Formation (Tre) is made up predominantly of maroon or green mudstone and three sandstone interbeds. The mudstone has no bedding and weathers easily. The medium-grained, feldspatic sandstone bands are well bedded.

Intrusive

The sedimentary rocks of the Karoo Super group have been invaded by numerous dolerite intrusions of Jurassic age. Dolerite dykes – generally up to 10 m wide and several kilometres long and dolerite sills, often undulating and in some cases dipping to form ring structures occur in the study area. The maximum occurrence of sills is attained in the Beaufort Group. Scattered volcanic pipes, diatremes and relic volcano are present especially in the Molteno and Elliot Formations. Kimberlite dykes have also been noted.

Alluvium

Alluvium occurs patchily in broad valleys along streams and rivers, and is made up of a variety of loose material. Alluvium thickness generally varies between 1 m – 10 m and can consist of clayey sand, sandy silt, limestone, sand, pebbles and small boulders.

Soil potential analysis

All the soils occurring in a land type are assigned to a soil category, depending on the soil form and series. The fifteen categories employed group together similar soils for the purposes of their potential, with the lowest number referring to the soil category with the highest potential.

These categories are as follows:

- Soils with humid topsoil horizons.
- Freely drained, structure less soils.
- Red or yellow structure less soils with a plinth horizon.
- Excessively drained sandy soils.
- Dark clay soils, which are not strongly swelling.
- Swelling clay soils.
- Soils with a pedocutanic (blocky structured) horizon.
- Imperfectly drained soils, often shallow and often with a plinth horizon.
- Podzols.
- Poorly drained dark clay soils, which are not strongly swelling.
- Poorly drained swelling clay soils.
- Dark clay soils, often shallow, on hard or weathering rock.
- Lithosols (shallow soils on hard of weathering rock).
- Duplex soils (a sandy topsoil abruptly overlying a clayey, structured subsoil), often poorly drained.
- Non-soil land classes (rock, erosion, wetlands and disturbed land)

Due to the soil conditions and the soil potential, the district's grazing capacity varies from 6 ha per livestock unit in the east to 13 ha per livestock unit in the west. This contributes to the different farming practices found in the region.

Use of Ground-Water

Due to severe water shortages in the Free State and especially parts of the Xhariep district, ground water sources are utilised to supplement potent water supplies.
The following Municipalities utilize ground water to supply or supplement their raw water supply

EXTENT OF UTILIZATION OF GROUNDWATER BY MUNICIPALITIES, 2004			
Locality	Groundwater is currently the only source of water supply	Groundwater is currently a supplementary and/ or an emergency source of water supply	Groundwater is currently not used, was utilised in the past
Jacobsdal		•	
Petrusburg	•		
Koffiefontein		•	
Luckhoff			•
Gariep dam			
Phillipolis		•	
Bethulie			•
Springfontein		•	
Trompsburg	•		
Fauriesmith	•		
Jaggersfontien	•		

Edenburg		•	
Reddersburg		•	
Zastron			•
Rouxville			
Smithfield		•	

Table 6 Source: Xhariep Environnemental Management Programme

Surface Water

Two main drainage systems occur in the greater district area. The primary drainage system is the Orange River (primary drainage region D) which drains 67 % of the area. The secondary drainage region is the Vaal River (primary drainage region C) represented by the north-west flowing Modder and Riet Rivers which drain the remaining 33 % of the area.

The major dams in the area and their location in terms of primary drainage region and their storage capacity are listed in the Table below:

MAJOR DAMS WITH STORAGE CAPACITY IN THE MUNICIPAL AREA		
Name of Dam	Drainage basin	Storage capacity (x10^6 m^3)
Smithfield Dam	D 24	4.55
Bethulie Dam	D 34	4.60
Gariep Dam	D 35	5 673.80
Welbedacht Dam	-	15 245 km^2 catchment
Egmont Dam	-	9 300 000 m^3

Table 11 Source: Xhariep Environnemental Management Programme

The following rivers and dams also occur in the area:

OTHER SURFACE WATER DRAINAGE AND STORAGE SYSTEMS		
Letsemeng	Kopanong	Mohokare
Orange River; Van der Kloof Dam	Orange River; Van der Kloof Dam; Gariep Dam; Kalkfontein Dam; Wuras Dam; Wolwas Dam; Bethuli Dam; Tussen die Riviere	Orange River; Caledon; Matungo Dam; Riet River

DWA (Department of Water Affairs) indicated that surface water quality is good except at the towns where sewerage treatment works are not properly maintained. Point-source pollution of surface water occurs at these localities. Pollution potential of river regimes and groundwater reserves exist that can pose a serious health hazard for water users.

Flora

The area can be categorised into different biomes as indicated in the table below. A Biome refers to a group of similar types of communities characterized by their distinctive plant types.

BIOME CLASSIFICATION LOUW & ROBELLO		
	BIOME	% (approximately)
1.	Eastern Mixed Nama Karoo – Nama Karoo Biome	70
2.	Kimberly Thorn Bushveld – Savanna Biome	5
3.	Dry Sandy Highveld Grassland – Grassland Biome	15
4.	Moist Cold Highveld Grassland – Grassland Biome	10
ACOCKS		
	BIOME	% (approximately)

1.	False Upper Karoo	73,0
2.	False Orange River Broken Veld	1,5
3.	False arid Karoo	2,5
4.	Kalahari Thornveld invaded by Karoo	1,0
5.	Dry CYMBOPOGON-THEMADA Veld	10,0
6.	Transitional CYMBOPOGON-THEMADA Veld	6,0
7.	CYMBOPOGON-THEMADA Veld	6,0

Table 13 Source: Xhariep Environmental Management Programme

Mineral and Heritage Resources:

The following natural and heritage resource base exists in the area:

MINERAL AND HERITAGE RESOURCES				
Resources	Letsemeng	Kopanong	Mohokare	Naledi
Minerals	Diamonds; Salt; Gravel & Sand; Clay	Diamonds	Sand	Sand
Heritage sites	Historical buildings & Monuments of 2nd World War Kanonkop (Koffiefontein); Voortrekker Memorial Anglican Church used in the Boer War (Petrusburg); The cairn of commander Ds Lubbe (Jacobsdal); Stone Church and Ossewa Tracks (Luckhoff); Battle of Driefontein Graves of English soldiers (rural areas)	Mostershoek museum (Reddersburg); A monument was erected at the Reformed Church for citizens who died in the Anglo Boer War (Reddersburg); Old jail and the house where Lourens van der Post was born (Phillippolis); Adam Kok, gheGriqua leader's house, kraal and structure where gunpowder was kept (Phillippolis); Boomplaats Anglo-Boar War Greats	Smithfield Historical site, church building where a farmer killed and buried people	Still to verify research

7.16 Disaster Management Profile

DMs have been tasked with the responsibility of coordinating disaster management efforts within the district. It is for this reason that it is important to understand the likelihood and kind of a disaster that can affect communities in the district. The following table gives an overview of the type of hazards that can cause a disaster to happen, the communities at risk as well as the intensity and probability of the disaster to occur and also what the anticipated effects of the hazard can be:

LIKELIHOOD OF HAZARDS THAT CAN CAUSE A DISASTER IN XHARIEP			
Type of Hazard	Community at Risk	Nature of the Disaster	Probability of the Disaster to occur
Transport related hazards	Main traffic routes	Road Accidents	High
	Railway lines	Rail accident	Low
	Unpopulated areas	Air	Low

Socio-economic crisis	Poor communities	Unemployment	High
Floods	Low laying areas	Isolation of communities, damage to property and endanger lives.	Low
Fires	Along main roads	Loss of live and property	High
	Communities without electricity, Informal settlements or Densely populated areas	High wind velocity can increase risk of spreading of fires	Low
Drought	Most of the farms are affected	Affects more than one town	Medium
Endemic disease	All communities that lack information	Affecting a town or more than one town	Low
Water, sanitation	Urban areas	Lack of water to a town, Water poisoning	Low
Communication	Telephone, radio, electronic data	Loss of communication and data	Low

INSTITUTIONAL ARRANGEMENTS

Mandate

The Constitution (1996) assigns Local Government the mandate of developing their areas of jurisdiction. Widely interpreted, this implies that municipalities must within their financial and institutional capacity strive to achieve the objects of Local Government, namely:

- To promote democratic and accountable government for local communities.
- To ensure provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment.
- To encourage the involvement of communities and community organisations in matters of local government.

The Constitution further requires that municipalities structure and manage their administrative, planning and budgeting processes to priorities basic needs of their residents as well as promote social and economic development of the community, whilst participating in national and provincial development programmes.

Powers and Functions

Section 156 of the Constitution (1996) assigns executive authority to municipalities in respect of, and the right to administer the local government matter listed in Part B of Schedule 4 and Part B of Schedule 5 and any other matter assigned to it by national or provincial government. This implies that certain functions have been assigned exclusively to local government. As local government comprises both district and local municipalities, it was necessary to differentiate between the functional competencies of district and local municipalities.

This division of functional competencies is governed by the Municipal Structures Amendment Act, No 33 of 2000. . The last adjustments were gazetted in Provincial Gazette No 58 Notice No 126 of 27 June 2003. The following functions and powers of Xhariep District Municipality have been authorised to the respective local municipalities to perform on behalf of the district:

FUNCTIONS PERFORMED BY LMS ON BEHALF OF THE DM

Section	Function
Section 84(1)(b)	Potable water supply systems
Section 84(1)(c)	Bulk supply of electricity which includes for the purposes of such supply, the transmission, distribution and where applicable, the generation of electricity (mention special arrangements e.g. CENTLEC)
Section 84(1)(d)	Domestic waste-water and sewage disposal systems

The Minister also indicated in Section 84(1)(i) that the Environmental Health Function would from 1 July 2004, be no longer performed by LMs on behalf of the Districts. The district municipality has started to perform the functions of Environmental Health and Disaster

Management with effect from December 2009. Critically, the Municipal Structures Amendment Act (Act 33 of 2000) provides for an extensive annual review of the division of powers and functions between Category B and Category C to ensure effective implementation of these assigned powers following an advice provided by the Municipal Demarcation Boarding emanating from the Boards' annual capacity assessment report.

The MEC has recently re-adjusted powers and functions between category A and B municipalities through a provincial gazette no.25 published on 11 April 2008. The said gazette authorize Xhariep District municipality and it local municipalities to perform the functions or exercise the powers set out as follows:

XDM READJUSTED FUNCTIONS FROM 11 APRIL 2008 AS PROMULGATED BY MEMBER OF THE EXECUTIVE COUNCIL (MEC) RESPONSIBLE FOR LOCAL GOVERNMENT AND HOUSING

Section	District Function	Local Municipalities
Section 84(1)(a)	Integrated development planning for the DM, including developing IDP framework incorporating IDP processes of all the LMs.	No
Section 84(1)(b)	Bulk supply of water that affects a significant proportion of municipalities in the district	Yes
Section 84(1)(c)	Bulk supply of electricity that affects a significant proportion of municipalities in the district	Yes
Section 84(1)(d)	Bulk sewage purification works and main sewage disposal that affects a significant proportion of municipalities in the district	Yes
Section 84(1)(e)	Solid waste disposal sites in so far as it relates to: determination of a waste disposal strategy, regulation of waste disposal, establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one LM in the district	Yes
Section 84(1)(f)	Municipal roads which form an integral part of a road transport system for the entire area of the DM[1]	Yes
Section 84(1)(g)	Regulation of passenger transport services	No
Section 84(1)(h)	Municipal airports serving the entire area of the DM	No
Section 84(1)(i)	Municipal health services serving the area of the district as a whole	No
Section 84(1)(j)	Fire fighting services serving the entire area of the DM including: planning, co-ordination and regulation of fire services, specialized fire fighting services such as mountain, veld and chemical fire services, co-ordination of the standardization of infrastructure, vehicles, equipment and procedures, and training of officers.	No
Section 84(1)(k)	Establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major	No

[1] *There are currently no roads complying with the definition of Municipal roads.*

	proportion of the municipalities in the district.	
Section 84(1)(l)	Establishment, conduct and control of cemeteries and crematoria serving a major proportion of municipalities in the district.	No
Section 84(1)(m)	Promotion of local tourism for the DM area	No
Section 84(1)(n)	Municipal public works relating to any of the above functions or any other function assigned to the district municipality.	Yes
Section 84(1)(o)	Receipt, allocation and if applicable, distribution of grants made to the district municipality	No
Section 84(1)(p)	The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the DM in terms of national legislation	No

* Note: Yes- indicates that a particular LM will perform that function on behalf of the DM; No implies that the DM may perform that function.

It is imperative to note that the said gazette provided for no adjustment/change to Xhariep District Municipality in performing local municipal functions. The authorization as entailed in the gazette came into effect on 01 July 2008.

Looking at the efficiency gains, government has reviewed the capital grants flows that historically were disbursed through district municipality's en-route to local municipalities. The capital grants flows have been changed since the advent of the Municipal Infrastructure Grant (MIG)[2] and these are routed directly to local municipalities for the provision of infrastructure services. This had a negative impact on the exercise of section 84(1) (o) receipt, allocation and if applicable, distribution of grants made to the district municipality.

The Municipal Demarcation Board assessment of capacity for the Xhariep District Municipality indicates that the district is performing the following functions:

- Local Tourism - specifically the maintenance of tourism sites;
- Municipal planning – the development and implementation of district-wide IDP framework;

- Cemeteries, funeral parlours and crematoria – Xhariep district is discharging an inspection function;
- Monitoring of refuse and waste disposal sites, for which it has one available staff member

This assessment indicates that out of 16 district functions, Xhariep district municipality is performing 7.89% of these functions. (Sources – COGTA Spatial Analysis Framework)

By the time the Spatial Analysis Framework was drafted, consideration was not given that Xhariep District Municipality has assumed other two functions of Environmental Health and Disaster Management respectively.

Financial capacity

Municipality officials view this status largely as a function of the formula used to calculate equitable shares, which emphasizes population size thereby failing to take full cognizance of the vast size of XDM. This challenge is further compounded by a stagnant economic growth and an economy that is least diversified. The result has been a steady escalation of needs over time, thereby requiring even greater financial intervention.

Proposed interventions to address this situation include soliciting for and directing special grants towards specific projects that have an inherent revenue generation capacity for the DM; harnessing the DM's investment potential e.g. mining, a variety of water-based resources, alongside other aspects of the regions natural resource such its flora and fauna; enhancing the District's project implementation capacity and investing in a robust marketing strategy.

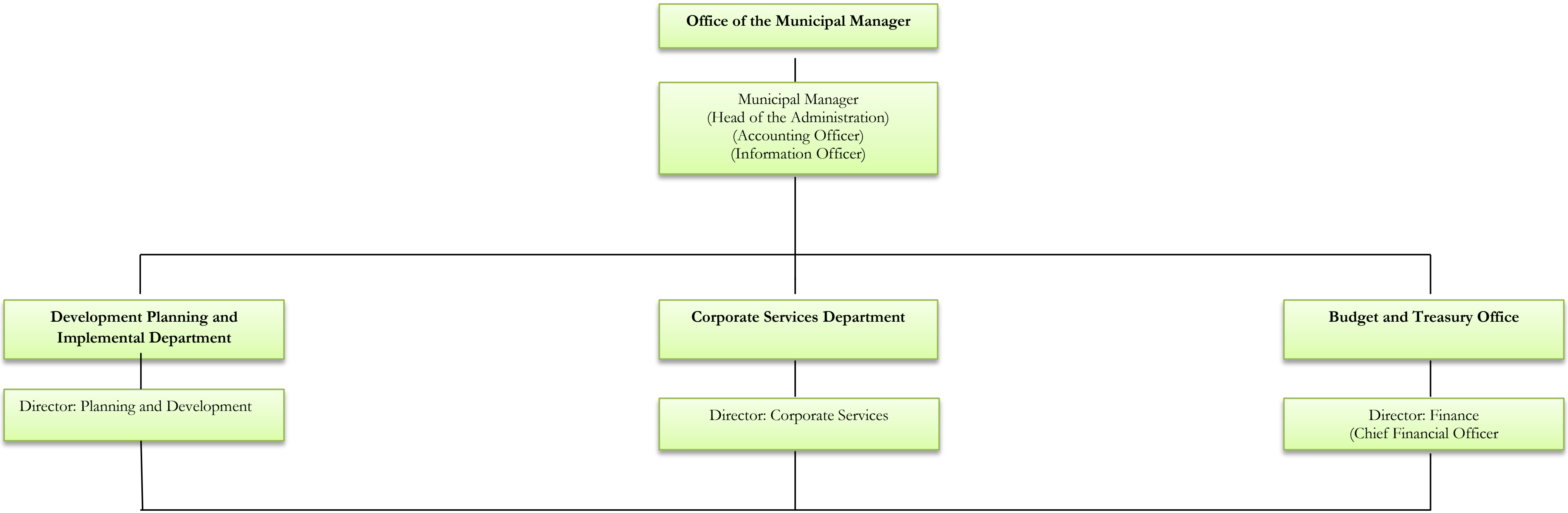
Skills-base

This is as a result of the DM's inability to attract and retain skilled person power. In addition, the district faces great challenges with respect to skills development, particularly in aspects such as financial and technical skills. Proposed intervention to address XDM's weak skills-base include enhancing the aspects mentioned above, maximizing on opportunities that arise through National and Provincial government secondments and most critical, expanding capacity at the grassroots through a multivariate approach seeking to enable indigent communities, access various forms of training and skills development.

XDM Organisational Structure

The organisational structure shown below is developed in compliance with legislative requirements and with a view to ensuring that the District has appropriate and adequate human resource capacity to deliver.

Institutional review cuts across all boarders and impacts on the whole institution. Based on this assumption the following issues from various departments are highlighted.


Office of the Municipal Manager
Municipal Manager
(Head of the Administration)
(Accounting Officer)
(Information Officer)
Development Planning and
Implemental Department
Director: Planning and Development
Corporate Services Department
Director: Corporate Services
Budget and Treasury Office
Director: Finance
(Chief Financial Officer

FUNCTIONAL STRUCTURE

Office of the Municipal Manager

Annexure D

Internal audit
Monitoring and performance

Development Planning and Implementation Department

- Prepare IDP process plan
- Prepare, monitor, evaluate and report on district planning framework
- Prepare IDP, including sector plans
- Prepare, implement, monitor and evaluate Xhariep Growth and Development Strategy
- Facilitate establishment of, and administer Xhariep monitoring and evaluation forum for 5 year LG strategic agenda
- Administer IDPRF, IDP Steering Committee and project task teams
- Prepare and submit business plans and funding applications for projects (a) to benefit special interest groups, (b) poverty alleviation, (c) LED and (d) infrastructure
- Manage and execute projects: (a) poverty alleviation, (b) special interest groups, (c) LED and (d) infrastructure
- Conduct surveys and research
- Support external project managers when executing local projects
- Monitor performance of contractors
- Municipal health services
- Disaster management

Corporate Services Department

- Corporate human resources management
- Corporate archives and records management
- Reception and switchboard
- Property and facilities management
- Corporate reprographic services
- Municipal website
- Committee services – Council, mayoral Committee, s 79 and s 80 committees
- Administer district IGR structures
- ICT
- Communications/public relations

Budget and Treasury Office

- Accounting, incl. Accounting for assets (asset register)
- Administer performance and audit committee
- Administer bank accounts
- Budgeting and budget control
- Corporate risk management (insurance)
- Creditors
- Debt/borrowing
- Financial planning
- Financial control
- Investments
- In-year and year-end financial reporting, incl. AFS
- Payroll
- Supply chain management

IMPROVING THE GOVERNANCE AND INSTITUTIONAL FRAMEWORK OF THE XHARIEP DISTRICT MUNICIPALITY

Introduction

This chapter outlines the Xhariep District political governance model, the revised administrative model, and the human resource development considerations. In essence, the new political governance model has been designed together with the revised municipal administration, to make service delivery more effective, while the resultant human resource demands have been carefully considered and planned for.

By way of history, it is crucial to note that the political and administrative system established after2000 facilitated conditions for financial recovery and consolidation, service delivery enhancement, and participatory governance. This system created conditions for:

- Enhanced regulatory capacity;
- Separation of responsibilities with political principals determining policies and priorities,
  and administrative leadership responsible for interpretation, translation and implementation of policies and priorities;
- Enhanced inter-governmental and international co-operation;
- Strengthening of popular participation by citizens and civil society;
- Internalisation and consolidation of transparency and accountability;
- Better service delivery; and

As a municipality in constant pursuit of excellence and continuous improvement and innovation, the Xhariep District Municipality, while noting successes mentioned above, observed the overlapping of the executive, legislative and oversight roles performed in a variety of structures including Council, Mayoral Committee, Section 79, and Section 80 Committees.

New Governance Model

Recognising the positive features of the existing governance and institutional model, the municipality sought to refine the current system without undertaking a radical restructuring of the institutional model. The strategic outcomes sought these outcomes:

- Delineation of powers to separate legislative and oversight roles on the one hand, and executive roles and responsibilities on the other;

- Governance and institutional arrangements sought to deepen democracy, facilitate citizen empowerment, and enhance stakeholder participation and involvement;

- Improving governance, socio-economic development and service delivery;

- Decision-making powers and accountability strengthened, clearly defined, allocated and decentralised, where appropriate;

- Expeditious and efficient decision-making to ensure the facilitation of effective Government;

Political Governance

Council

Municipal Councils in South Africa perform both legislative and executive functions. This is in contrast to national and provincial spheres that separate parliament from national government, and provincial legislatures from provincial government.

In terms of the new arrangements, Council's role focuses on legislative, oversight and participatory roles; and delegates its executive function to the Executive Mayor and the Mayoral Committee. Council's principal and most substantive role is a legislature or lawmaker. The other key role is to publicly debate issues and facilitate political debate and discussion.

The Constitution and subsequent local government legislation define and reserve the following legislative roles for the Council, such as approval of by-laws, policies, the IDP, tariffs for rates and the Budget. These remain in place not only for pragmatic or legal reasons, but because they are the primary areas of local government responsibility.

The key aspect of the newly defined role for Council is its oversight function. Strictly speaking, it is not a new function but, overlapping executive functions have in the past undermined the ability of the Council to effectively play this role.

In terms of the new institutional set up, the Council organises its debates, mechanisms and structures in a manner that promotes its oversight capacity. Though Council delegated its executive role, it continues to receive regular reports from the Executive Mayor and Mayoral Committee on the exercise of executive powers. This includes quarterly and annual reports on the exercise of delegations and overall performance.

In terms of this new configuration, Councillors have the primary duty to represent the needs and interests of the municipality. The previous practice could have lent itself to charges of Councillors representing the Council in their communities, as opposed to them representing their communities in Council. At the same time, all Councillors have the responsibility to foster community participation and involvement. These basic concepts go to the heart of the concept of local governance found in South Africa's Constitution.

Council Speaker

The role of the Speaker is that of a Councillor elected as the Chairperson of the Council in terms of Section 36 of the Municipal Structures Act (MSA) and Section 160(1)(b) of the Constitution: empowered to preside at meetings of the Council and ensure that Council meets at least quarterly.

The Council Speaker also performs the duties and exercises the powers delegated to the Speaker in terms of the MSA, while also ensuring compliance in the Council and Council committees with the Code of Conduct set out in Schedule 1 to the Municipal Structures Act. The Council Speaker is also tasked with maintaining order during meetings, and ensuring that Council meetings are conducted in accordance with the rules and orders of the Council.

The Speaker is also tasked to assess Councillors' needs and to arrange suitable training in order to develop political governance capacity and improve the skills of individual Councillors. The Speaker also has a key function to ensure public consultation, involvement and participation in the affairs of the municipality.

In terms of the legislature and executive dualism, the Speaker is the chief custodian and guardian of the legislative arm of Council. The Office of the Director: Corporate Services assists the Speaker in executing her function, and is, therefore, a primary administrative support department for the legislative arm of Council.

Executive Mayor and Mayoral Committee

The Executive Mayor, assisted by the Mayoral Committee, heads the executive arm of the municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the affairs of the municipality. This means that he has an overarching strategic and political responsibility. The Office of the Executive Mayor is primarily responsible for strategy and policy, strategic research, integrated development planning, performance management and reporting.

The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, and his powers are assigned by legislation. The Executive Mayor is also the first citizen of the municipality and attends ceremonial functions.

Although accountable for the strategic direction and performance of the municipality, the Executive Mayor operates in concert with the Mayoral Committee that he appointed. Each Member of the Mayoral Committee (MMC) is responsible for a portfolio whilst remaining accountable to the Mayoral Committee and the Executive Mayor, in particular.

The name and portfolio of each Member of the Mayoral Committee is listed in the Table below.

Member of the Mayoral Committee	Portfolio
Councillor Mongi Ntwanambi	Executive Mayor
Councillor Vuyisile Mona	Budget and Treasury
Councillor Gerald Modise	Corporate Services
Councillor Iren Mehlomakhulu	Planning and Social Development

Section 79 Portfolio Committees

The terms of reference of all the portfolio committees give them the primary responsibility of exercising oversight over the executive arm of the municipality's governance structure. Section 79 portfolio committees monitor the delivery and outputs of the executive, and may request departments to account on the outputs of their functions.

The Section 79 portfolio committees play an oversight role, but are not delegated any decision making powers. These committees are responsible for submitting reports to Council.

The Section 79 portfolio committees for the 2012/17 Mayoral Term and their Chairpersons are:

Name of the Committee	Responsibility	Chairperson
Audit Committee	• The committee serves as a link between the Council, departmental heads, internal and external auditors. • The committee reviews the financial reporting by the external auditors as well as the activities of internal audit. • It provides independent oversight over financial management and accounts.	Mr. MM SEGALO
Rule Committee	• Developing and approving rules for the proceedings. • Determining focus areas in respect of capacitating Councillors • Allocation of membership to the various committees.	
Performance Audit Committee	Audit the overall organizational performance of the municipality	Mr. MM SEGALO

NB: The audit committee is chaired by an independent person in line with the governance prescriptions of the MFMA.

Administrative Arrangements

South African municipalities underwent their fourth term of democratic local government elections on the 18th May 2011. The municipality recognised that the new term of office provides an opportunity to examine the efficacy of the current governance and institutional model(s) and, if necessary, to introduce improvements.

Functional Breakdown by Directorates

The Xhariep District Municipality has been administratively configured to deal effectively with the challenges faced by the municipality in transforming itself into a best performing municipality. The breakdown of departments is discussed:

Office of the Municipal Manager

The Municipal Manager is the Chief Accounting Officer of the Xhariep District Municipality. He is the head of administration, and primarily has to serve as chief custodian of service delivery and interpretation of political priorities. He is assisted by senior management, whose responsibility it is to help him deliver on his mandate. The structural design of senior management in the municipality is outlined in the table below.

Name of Directorate	Name of the Municipal Manager/Director
Municipal Manager	Martin Kubeka (Mr)
Budget and Treasury	Levy Mashiane(Mr)
Corporate Services (Acting)	(Mr)
Planning and Social Development	Mopedi Mohale (Mr)

Directorate: Budget and Treasury

The Directorate provides the budget function, supply chain management, treasury services, expenditure and accounting, and asset management services. It is a department that provides strategic financial foresight, as well as proper and visionary financial management systems.

Directorate: Corporate Services

This function primarily entails fleet management, human resource, administration, and other auxiliary support services essential for the functioning of the municipality. The five-year programmes of the municipality depend heavily on foresight and innovation by the corporate and administrative function, especially in terms of human capital management and support systems to core departments.

Successful human resources are often the difference between the success and failure of an organisation. The municipality was faced with specific problems of administration in the past five years of its existence. The transformation that subsequently followed demanded that the municipality responded with transformation agents, policy makers and innovative thinkers who could assist the municipality to deal with financial sustainability and stable administration.

By and large, the municipality succeeded in implementing its transformation agenda. As the municipality aims to consolidate the solid gains of the last five years and offer better quality services and performance, such as exemplary political and administrative governance, it is crucial to build human resource capital to support the needs of the five (5) year IDP.

Directorate: Planning and Social Development

This represents the biggest department in the municipality. This Directorate is principally responsible for development planning, development management, local economic development, municipal environmental health and disaster management functions which are the core functions of the Xhariep District Municipality. In addition, economic development provides economic research and analysis, economic development, skills development, business development, SMME and BEE support, and economic sector support in the district.

The area of environmental health has some major bearings in terms of the sustainable future, as outlined in its district-wide strategic objectives. In the 2012 - 2017 mayoral term, the sustainability concerns of the environment will receive prominence. Such a dedicated function will focus on environmental policy, air quality control, food control and management of environmental regulatory services.

The Directorate is also responsible for disaster management. These function is crucial in terms of creating a municipality that is aware of disasters and how to avoid them, as well as providing the capacity to respond to related emergencies and other forms of disaster.

Staffing and Remuneration

The municipality has employed competent staff in various departments to provide efficient service delivery, and its remuneration policy has attracted the requisite talents capable of responding to the needs of the municipality.

The municipality will, however, constantly research trends in local government both in the areas of staffing and remuneration to make sure that the municipality is permanently adaptable to challenges of service delivery and policy changes.

The remuneration policy of the municipality will also address market trends to sufficiently respond to poaching of staff. The municipality's staffing and remuneration policy does not exclusively pre-occupy itself with attracting the right people, but also focuses on people on the internal issues in terms of ongoing training and development programmes, and how to deal with staff misplacements over the next five years.

The 2012 - 2017 Mayoral Term will be characterised by further enhancements and improvements in staffing and remuneration.

Succession Planning

Due to the realisation that in some specific categories, specialised staff can be easily attracted by the private sector for their skills, the succession planning project will be consolidated and enhanced to develop a remuneration strategy to retain staff. Talent management is being developed to retain staff and improve skills.

Succession planning is also characterised by an aggressive career-pathing, where staff would be continuously alerted of the opportunities for growth in the municipality. Succession planning also aims to create conditions where the departure of a leadership does not signal collapse in organisational leadership. Every leadership level should be immediately replaceable internally, through a properly managed succession planning process.

Skills Development

The municipality has developed a programme to address the skills and competency needs of staff. New challenges demand that staff perform optimally to meet the identified needs. Changes also impact on processes, necessitating rapid adjustment by the departments.

In the 2012 – 2017 Mayoral Term, the municipality aims to invigorate the progress around skills development driven by the programme priorities rather than the compliance requirements of the Skills Development Act. Skills development programmes will be aggressively undertaken by the municipality to ensure that staffs already in the employ of the municipality are ready for deployment to new responsibilities and/or added demands to their existing functions. This will be driven mainly by the programmes mentioned in the 2012 - 2017 IDP.

Employment Equity

The Employment Equity Act dictates that all workplaces promote equity in terms of gender, race and disability. A programme will be developed to assess the accessibility of all Council's main facilities, with a view of taking corrective action to redress impediments. In dealing with disability, the programme is aimed at creating understanding and acceptance of people with disabilities and how to accommodate them in the workplace. This is in addition to targets for the employment of people with disabilities to promote sensitivity towards disability and to manage stereotypes.

In the next five years, the municipality will be vigilant in attaining the targets set up by the municipality's Employment Equity Plan. The municipality will, however, make it a point that employment equity goes beyond aggregates, and instead focuses on representativeness across all sectors and units of the Xhariep District Municipality.

Conditions of Service

The local government context presents a highly formalised structural arrangement of bargaining and engagement with organised labour. The municipality is represented by the South African Local Government Association (SALGA) in the South African Local Bargaining Council (SALBC).

SALGA ensures that collective bargaining strategies support the overall organisational strategies through a consistent approach to employee-related matters, and the engagement with labour is meaningful to promote cordial relationships in the workplace.

All current and envisaged policies and related strategies take into account all the municipality's variables so that labour can be managed in an integrated basis. The management of organisational issues which impact on employees' interests are also done in a consultative/co-operative manner and, when necessary, on a joint decision-making basis with representatives of the unions.

To streamline such arrangements, a new set of conditions of employment has been introduced nationally. These have prompted synergy as well as parity, to a greater extent. The new conditions of service will also address the legacy of the past imbalances in terms of fairness, and deal with the municipality's unfunded mandate.

Municipal broad-based challenges and opportunities

The framework will inform our analysis of Xhariep's opportunities and constraints.

In this view there are four interlocking quadrants to sustainable development which radiate from the Governance hub:

The **Economy quadrant** involves all those activities in an area that create value through goods and services which can be traded through markets and measured with prices.

The **Social Capital quadrant** refers to all the aspects of human development that make a society capable of being economically active and also of being able to sustain and nurture its development, including health, education, welfare, social cohesion and culture.

At the intersection of Social Capital and the Economy is skills development: those aspects of the education and development process which enable people to participate in the economy.

Natural Capital includes all of the naturally constituted resources that support human life: water systems, climate, biodiversity and soil and is at the base of all other forms of "capital".

Infrastructure refers to the permanent man-made assets that support the economy and social capital and includes both social overheard infrastructure (houses, schools, hospitals, libraries) and economic infrastructure (energy, transport, communications) which together form the spatial structure of a settlement or region.

All four of these quadrants are brought together to provide for sustainable civilisation through Governance. This includes the social contract which enables government to exist, the policy-making, law making and executive organs and functions of government and the various ways in which government, citizens and organisations work together.

BUDGET SUMMARY

DC16 Xhariep - Table A1 Budget Summary										
Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–	–
Investment revenue	383	731	284	129	129	129	89	104	114	126
Transfers recognised - operational	44 886	88 276	40 588	59 971	59 971	59 971	54 971	49 492	54 441	59 885
Other own revenue	307	1 893	505	455	444	444	455	540	594	653
Total Revenue (excluding capital transfers and contributions)	45 577	90 900	41 377	60 555	60 544	60 544	55 515	50 135	55 149	60 664
Employee costs	20 002	24 586	30 159	34 411	32 100	32 100	32 100	35 568	39 125	43 038
Remuneration of councillors	2 566	2 895	3 318	3 240	3 240	3 240	3 240	3 758	4 134	4 547
Depreciation & asset impairment	–	2 307	3 648	3 867	3 367	367	3 367	3 500	3 850	4 235
Finance charges	497	308	287	–	–	–	–	–	–	–
Materials and bulk purchases	–	–	–	–	–	–	–	–	–	–
Transfers and grants	–	–	–	–	1 090	1 090	1 090	–	–	–
Other expenditure	14 728	37 965	33 333	21 339	22 600	22 600	22 600	10 049	11 054	12 159
Total Expenditure	37 793	68 062	70 745	62 856	62 396	62 396	62 396	52 876	58 163	63 979
Surplus/(Deficit)	7 783	22 839	(29 368)	(2 301)	(1 852)	(1 852)	(6 881)	(2 740)	(3 014)	(3 316)
Transfers recognised - capital	–	–	–	–	–	–	–	–	–	–
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	7 783	22 839	(29 368)	(2 301)	(1 852)	(1 852)	(6 881)	(2 740)	(3 014)	3 316)

Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	7 783	22 839	(29 368)	(2 301)	(1 852)	(1 852)	(6 881)	(2 740)	(3 014)	(3 316)
Capital expenditure & funds sources										
Capital expenditure	5 611	7 475	–	4 490	1 325	1 325	1 325	600	660	726
Transfers recognised - capital	5 611	7 475	–	4 346	1 325	1 325	1 325	600	660	726
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	–	–	–	–	–	–	–	–	–
Total sources of capital funds	5 611	7 475	–	4 346	1 325	1 325	1 325	600	660	726
Financial position										
Total current assets	16 725	35 956	2 790	23 227	23 227	23 227	6 596	112	58	–
Total non current assets	17 122	22 497	21 629	21 124	21 124	21 124	19 215	15 907	12 407	14 761
Total current liabilities	6 084	4 579	7 304	15 160	15 160	15 160	7 285	4 307	3 960	3 256
Total non current liabilities	858	673	879	603	603	603	879	1 512	1 405	1 284
Community wealth/Equity	26 905	50 350	15 146	28 713	28 713	28 713	28 713	–	–	–
Cash flows										
Net cash from (used) operating	5 468	16 278	(11 886)	2 196	172	172	170	(2 455)	(2 671)	(2 910)
Net cash from (used) investing	(5 738)	(6 176)	(1 433)	(3 746)	(2 621)	(2 621)	(2 550)	–	–	–
Net cash from (used) financing	(254)	(398)	(363)	–	–	–	–	600	420	200
Cash/cash equivalents at the year end	9 953	19 657	5 975	(1 550)	(2 449)	(2 449)	(2 380)	(1 855)	(4 107)	(6 817)
Cash backing/surplus reconciliation										
Cash and investments available	6	16	1	5	5	5	5			

	390	062	819	000	000	000	000	–	–	–
Application of cash and investments	(4 756)	(13 259)	7 452	(2 720)	(3 151)	(3 151)	7 339	4 827	4 561	3 968
Balance - surplus (shortfall)	11 146	29 321	(5 632)	7 720	8 151	8 151	(2 339)	(4 827)	(4 561)	3 968)
Asset management										
Asset register summary (WDV)	345	455	739	408	408	408	–	–	–	–
Depreciation & asset impairment	–	2 307	3 648	3 867	3 367	3 367	3 500	3 500	3 850	4 235
Renewal of Existing Assets	140	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	4 878	7 602	1 271	1 151	1 445	1 445	80	80	88	97
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

SWOT ANALYSIS

Summary of Key Xhariep Trends, Possible Causes and Potential District Implications

Economy			
Element	**Trend**	**Possible Causes**	**District Implications**
Structure	Over 20% of Xhariep's gross value added is generated by the primary sector, significantly higher than both the Free State (15%) and South Africa (9%).	Limited economic potential beyond the agricultural and mining sector. Economic activity in the district remains rooted in the exploitation of natural resources.	Lack of diversification is associated with an economy highly exposed to natural and price volatility, particularly in small, open markets. Local products are exported with little or no value being added.
	Whereas Xhariep's secondary sector is in line with the provincial average (17%), its tertiary sector is relatively undeveloped (45%). Meanwhile, it has a relatively large government sector (18%).	Limited economic potential beyond the agricultural and mining sector. Economic activity in the district remains rooted in the exploitation of natural resources. The significance of the public sector relative to the district economy may be attributed to the residual government infrastructure in the region, and the considerable regional infrastructure (roads, rail) that transects the district, and finally the disproportionately high number of elderly persons residing here.	Lack of diversification is associated with an economy highly exposed to natural and price volatility, and agricultural input costs, particularly in small, open markets. The public sector will continue to play an important role in the district economy, given the district's geographic significance to the national logistics network, and other factors.
	Very high levels of economic volatility, with GDP growth fluctuating wildly from over 13% in 1996, followed by a 7% contraction the following year.	Limited economic potential beyond the agricultural and mining sector. Economic activity in the district remains rooted in the exploitation of natural resources.	Lack of diversification is associated with an economy highly exposed to natural and price volatility, and agricultural input costs, particularly in small, open markets.
	Economic volatility has progressively decreased, and annual GDP growth is relatively stable at 1-	Economic diversification is reducing the district economy's exposure to price externalities.	Diversification enables for improved fiscal planning by government, and greater resilience to externalities.

	4%.		
	The economy is diversifying rapidly, with the primary sector contracting from 29% of GVA in 1996 to 22% today (the agricultural sector has contracted by an average of 6% since 2002). The secondary sector has expanded from 10% to 17%, while the tertiary sector has grown from 36% to 44%. The government sector has contracted from 23% to 17% during this period.	The consolidation of the mining sector and the declining relative significance of the agricultural sector, coupled with sustained growth in the tertiary sector (particularly in the transport and communications sector). The roll-out of welfare grants may contribute to the recent growth in the community and social services sector.	Diversification enables for improved fiscal planning by government, and greater resilience to externalities.
	Top performing sectors over the last five years include construction (over 8% pa), mining (5% pa) and transport and communication (5% pa). Worst performing sectors include agriculture (6% contraction), trade and tourism (1% growth) and utilities (1% growth).		
Skills	Xhariep's skills levels are significantly lower than the national and provincial average. 12% of Xhariep residents have no schooling, compared to between 7-8% elsewhere. The proportion of persons with Grade 9 is less than 30%, compared to the Free State (at 40%) and South Africa (42%). Similar patterns are evident for those with a minimum attainment of matric (13%), and a	The most likely explanation for the divergence is out-migration of skilled persons. This is supported by Kok's model of internal migration, which suggests that educational attainment is a leading enabler for migration. Conversely, persons with little or no schooling are less likely to leave the district, and will reside either as farm labourers or seek social services in the local towns.	The district must focus its resources on attracting skilled persons from elsewhere and retaining current skilled persons, rather than relying on output from local educational facilities. This points to a greater need for quality of life interventions.

	bachelors degree (1.7%).		
	Whereas Letsemeng has the highest proportion of persons with no schooling (15%), overall levels of education is poorest in Mohokare. The highest levels of education is in Kopanong.	The distribution of skills in the district may be due to the migration of unskilled, seasonal labourers to the irrigated farming activity in Letsemeng, particularly outside the towns of Jacobsdal and Koffiefontein. The situation of the district's administrative centre in Kopanong, along with district hospital et al, may contribute to the greater retention of skilled persons in this area, relative to the adjacent municipalities.	Resources must be focused on retaining pockets of skills in the Kopanong municipality.
Employment	Out of every four employment opportunities in the district, one would be in community services / government, one in agriculture and one in informal employment. The number of persons employed in the secondary sector is negligible (less than 8%). Mining generates less than 4% of jobs.	The agricultural sector plays a critical part in providing employment opportunities for unskilled workers. The employment structure of the district economy diverges greatly from provincial and national job distributions.	The importance both agricultural and informal sectors in providing jobs for unskilled workers suggest that economic strategy must cultivate these sectors. The great divergence between jobs generated and economic significance brings into question focusing too closely on GDP alone.

	Xhariep has experienced a net gain of jobs of 1000 jobs since 2001. Whereas Letsemeng and Kopanong generated 800 and 500 jobs respectively during this period, Mohokare shed nearly 300 jobs. Since 1996, the community and government services sector generated jobs across the board, whereas Letsemeng benefited from 600 new jobs in the business services sector. Jobs growth in the trade and tourism industry was concentrated in Kopanong, whereas Letsemeng bucked the district trend by generating over 200 farming jobs. Informal employment opportunities were in steep decline in Mohokare, which lost over 300 jobs.	The competitive dominance of national food and goods distributors may have led to the steep decline in informal job opportunities. The decline in agricultural jobs in the East may be attributable to the reduction of dry land crop production (due to drought), whereas stock farming and irrigated crop farming in the Letsemeng region may have contributed to expanded employment opportunities.	The rapid growth of settlements in Letsemeng may be attributable in part to the perception of job availability in this municipality. Employment trends in the farming sector may suggest that stock farming must be prioritised over dry land crop farming, given its greater resilience to climate variability (drought). Ways must be found to address the role of large retailers / distributors in marginalising entrepreneurialism.
	Employment levels display very high levels of volatility in recent years, fluctuating between a high of 27% in the second half of 2006 to a low of 21% a year earlier. The trendline does however suggest a gradual downward movement in employment, approaching 24% in 2007. This is higher than the national average (23%) but lower than the provincial average during this time (25%). However, Quantec statistics show the overall number of employed persons have remained relatively stable since 2000, with very marginal increases in	High variability may be due to statistical error attributed to the Labour Force Survey, or successive redefinitions of unemployment. Reduced overall employment in the 20001-2004 period may be attributable to the effects of drought and mining consolidation.	The District must undertake to break the longstanding pattern of jobless growth, focusing on sectors that generate employment opportunities for semi- and un-skilled workers. These sectors include agriculture, wholesale and trade and community / personal services.

	Letsemeng and Kopanong since 2003. Kopanong has by far the largest number of employed persons (over 16,000), whereas Letsemeng – despite its overall size – has 14,000 workers. Mohokare has a very small working base, at below 10,000 persons.		
	The number of persons employed by private business has declined from over 80% in 2004 and less than 70% by the second half of 2007. Although local government remains a marginal employer (less than 5%), provincial government generates over 10% of jobs. Central government is playing an expanded role, surpassing local government as an employer by 2005.	The centralisation of the municipal head office in Trompsburg had a negative impact on economic development in the remainder of the towns, since fewer officials are now stationed in the other towns. The rationalisation of local government since the amalgamation of the former smaller municipalities may result in its declining role in creating direct employment opportunities. Furthermore, the Expanded Public Works Programme may account for the expanded role by provincial and central government. The declining role of the private sector relative to the public sector in providing employment indicates a growing dependency on the latter and a possible crowding-out of private sector initiative in reaching broader development objectives in the district.	Better cooperation and coordination between the public and private sector must be prioritised in order to achieve a more sustainable balance between private and public sector jobs. The district's dependency on the provincial and central government for the generation of jobs exposes the district to the whims of external resource allocation decisions beyond its control or influence. The district must shift from being increasingly on 'life support' towards cultivating organic economic growth fueled by the district's elements of competitive advantage intrinsic to the region's social and environmental resource base.

Business Development	The Free State Province has the fourth lowest business density in terms of percentage of formal businesses per unit of population 70% to 80% of new businesses fail within the first three years An estimated 2% of existing businesses can be classified as businesses with high growth potential In 2001 there were an estimated 85,000 urban-based businesses and 25,000 rural-based businesses A more detailed profile of the Xhariep SMME sector and the needs of its SMMEs is contained in the Seda Report Xhariep SMME Development and Support Plan, published in 2009.	The rural and small town nature of the Free State makes for difficult operating conditions (e.g. travel distances; access to infrastructure and support services) and limited markets Low levels of education and business experience contribute to high failure rates. South Africa's level of entrepreneurship culture is low when compared internationally.	Free State needs a provincial SMME support strategy Xhariep should focus on addressing the needs of existing SMMEs and tailor programmes start-ups in sectors with emerging potential specifically, e.g. transport and agriculture A review of procurement policies and practices should be initiated to maximise business opportunities for municipal services for local businesses A business plan should be developed with support from SEDA for the proposed District business and investor service centre A process to establish a representative Xhariep business chamber should be initiated

Tourism	Although the tourism sector (narrowly defined here as accommodation and catering) has performed well, it constitutes a tiny proportion of the district economy. Tourism is concentrated in the Kopanong local municipality. Areas surrounding regional dams are well suited for tourism development. Tourism is limited to a small number of domestic visitors, with, as of yet, nowell known brand name and poor marketing of tourist amenities. Local Tourism institutional structures are either non-existent or very weak.	The tourism sector is comparatively small and undeveloped, and the concentration of this activity in Kopanong is testament to its relative attractiveness to visitors and it being transacted by regional movement corridors. There is a lack of a clear marketing strategy to attract tourists and investment, despite recent attempts to develop a tourism strategy.	Tourism infrastructure should be prioritised in the Kopanong district, but policymakers should guard against over-estimating the short-term potential of this sector in meeting broader social and economic goals of the district. The viability of existing tourist routes such as the Phillipolis Route, Horizon Route, Xhariep Route and the Lake Gariep Route should be re-evaluated, enhanced and marketed. Environmentally sensitive areas that have to be too taken into account by the spatial framework are the Gariep Dam and Oviston, Tussen-die-Riviere and Kalkfontein nature reserves, among others. Tourism is mostly local and should therefore focus on leisure activities for locals, capturing local tourism markets such as biker clubs, etc.

Agriculture	The district's agricultural sector is dominated by livestock farming. The red meat industry is one of the most important and growing industries both domestically, and internationally. The real price of red meat has risen dramatically since 2000, tracking the increase in consumption. South Africa imported 61,000 tons of beef in 2007/8 to meet national demand. Cattle grazing land has experienced the highest level of land price inflation (160% increases since 2000). Mohokare and the North-East of Kopanong has the best grazing capacity of between 5 and 8 hectares per livestock unit, whereas in the West up to 16 hectares are required to support a single head of cattle.	Low rainfall and vast grazing land makes district ideal for livestock farming.	The economic viability of beef production is expected to grow as domestic and global consumption expands, especially amongst emerging blacks locally and the rapidly expanding middle class in Asia. Methods to expand beef production, especially among small farmers, must be explored. Import substitution must inform the direction of this initiative. Mohokare and NE Kopanong should be targeted for small-scale beef production. Application of specialised agri technologies and construction of irrigation infrastructure to utilise the full capacity of available water bodies, combined with intensive productive of high profit niche crop.

	The Free State is the leading province of field crop earnings, and a leading province in animal and animal product sales. Agricultural production in the Free State is of strategic significance regionally. The Free State has the second largest farming assets (R25bln), but also the second largest farming debt (R6,2bln) of all provinces. Agriculture is a dominant but declining activity throughout the district, but there is inappropriate farmer support services, particularly to small scale farmers, who lack information and transport. The farming industry varies throughout the region, with irrigation schemes in Jacobsdal producing crops such as grapes, potatoes, maize, wheat, lucern and groundnuts, while cattle and sheep farming dominates around Luckhoff and Koffiefontein.	State support for the sector has been minimal relative to both developing and developed economies. The resources allocated to agriculture are not commensurate with the sector's contribution to production and as the foundation of rural development.	Government may need to provide stronger support to the farming sector as a deliberate strategy to address the global food crisis and escalating prices.
	A considerable amount of human and financial resources has been directed at safeguarding the province against the threat of Classical Swine Fever from the Eastern Cape.		

	The district only processes a fraction of its primary agricultural production.		The district is exposing itself to influences on the sector from forces outside its borders and mostly outside its direct control.
Land Reform	20% of the provincial budget for the provision of technical support to black emerging farming was spent in Xhariep (amounting to R5.1mln). This budget was spent exclusively on two projects, Oppermansgronde and Vukani Ma-Afrika.		A robust framework for monitoring decision-making processes is needed, both in site-specific joint venture projects and wider-ranging agricultural commercialisation programmes.
	Poor management and degradation of extensive commonage lands throughout district.	Demographic pressure ('land hunger'), municipal administrative difficulties, weakness of farmers' representative committees and environmental degradation.	The development of commonages should form part of a strategic plan and the Spatial Development Framework. Area-Based Planning is a new approach that needs to be prioritised to accelerate sustainable land reform. Stocking rates should be site specific, based on an understanding of the dynamic governing veld ecology, the manner in which grazing varies, and the innate response of veld to environmental factors.
Mining	Spin-offs from diamonds mined at Koffiefontein by De Beers mines contribute a major part of the local economy.		

Manufacturing	The majority of manufacturing is focused on the beneficiation of agricultural products.	Location quotient for manufacturing activities is low. Limited industrial mass in the district. The decline in mining means that mineral beneficiation is not sustainable.	The district must build on the foundation of products currently evident in the region, specifically agricultural products. Possibilities exist around processing cereals for bio-fuel, but there are serious concerns over its impact of food prices / security.

	Decline in younger persons Decline in proportion of school-going age population, especially at primary school. The number of persons younger than 19 has declined from over 43% in 2001 to 41.5% in 2007. This trend is most marked in Kopanong, where the proportion of young people has declined from over 42% to 39% during that same period. Mohokare is the only exception, where the proportion of youth have increased marginally to nearly 44%.	Smaller families, lower reproductive rates and out-migration of young person's due to various push/pull factors.	Negative implications for spending on education. Closure of many schools and learners being transported to other schools. Educators have to be redeployed to other schools.
	The proportion of working age people (between 19 and 64) is significantly lower in the district (at 51%) than the provincial average (55%).	Limited economic opportunities in the district may be driving certain workers to the larger urban centres.	The district is at a marginal disadvantage given that a lower proportion of its population is economically active.

	Larger proportion of elderly relative to provincial and national averages. The highest dependency on old age pensions is found in Kopanong, at 8%.	People's preference to retire in the district.	Greater demand for public health and social services.
Health	Xhariep's HIV infection rate (11.6%) is significantly lower than the provincial rate (over 14%), and more in line with the national average. Within the district, HIV infections are concentrated in Mohokare, while Kopanong, Letsemeng and Naledi show markedly lower rates of infection. AIDS deaths in the district has risen from 400 per year in 2000 to nearly 1,200 in 2007.	The divergence between Xhariep and the Free State's rates of infection may be attributable to the district's settlement pattern, lower levels of seasonal migration, low densities, high relative levels of social cohesion and the corresponding residual influence of traditional, rural values/norms on sexual behaviour. The divergence within Xhariep can also be attributable to the factors listed above, in addition to a younger population, migratory interaction between Xhariep and the adjacent Eastern Cape and Lesotho.	The district must prioritise the combating of HIV/AIDS in the Mohokare municipality, and provision must be made for families affected by the scourge.
	The availability and accessibility of primary health care has become very limited due to the blanket fashion by which the Department's formula is applied. Doctors are only available at district hospitals.		The lack of availability of a full-time medical practitioner in every town has a negative impact on the retention of skilled people.
Education	Xhariep's education system has out-performed the provincial average since 2005. Its Grade 12 pass rates has been consistently 5% higher than the provincial average. The number of schools dropped	The decrease in learners can be ascribed to the fact that the formulas for resource allocation are difficult to apply in areas where the scale of learners is limited, resulting in a snowball effect where teachers leave and the quality of education deteriorates.	Xhariep enjoys a competitive advantage in the development of skills, but educational attainment is also a driving force behind out-migration in peripheral areas, as it raises the perception of improved employment opportunity elsewhere.

	sharply between 1995 and 2006, and the learner-educator ration has improved.	Slowly declining learner numbers may give Xhariep a short-term advantage with regards to learner-educator ratios. A higher relative quality and availability of education facilities / infrastructure.	
Migration	The district is urbanising, with town populations remaining stable while the rural population is in decline. Most of the towns are either stable or growing slowly. Population growth and contraction are divergent across settlements, but out of 16 settlements, 12 grew and 4 contracted since 2001. Jacobsdal (Letsemeng) has shown the most dramatic growth - at nearly 50% - whereas Zastron (Mohokare) contracted by 18%. The district's overall urbanisation rate has grown from 67% in 1996 to nearly 75% in Xhariep. Kopanong is the most urbanised (82%) and Mohokare the least (60%). Data available between 1996 and 2001 suggest that the number of persons migrating to the district grew sharply from less than 500 in 1996 to over 5,000. Even allowing for	Job-shedding in agricultural sector. Provision of social grants Low cost housing provision Accessibility of social services and opportunities	Immiseration and isolation of deep rural communities. Higher levels of settlement concentration enables greater efficiency in the delivery of social services and infrastructure.

	anomalies in data capturing, this trend cannot be discounted. The level of in-migration of Mohokare was – in both relative and absolute terms – greatest.		
Welfare	The proportion of residents accessing old age and disability grants are significantly higher in Xhariep (7% and 6% respectively) compared to the national average. Also, a younger Mohokare population results in a high relative dependency on child support grants.	The proportionately high number of retirees / elderly in the district, in addition to the out-migration of economically active persons, may be contributing to greater levels of dependency on welfare services. Furthermore, low levels of worker safety associated with agriculture and mining, coupled with inadequate health provision, may result in greater levels of disability in the population.	Greater demand on welfare services.
Household Poverty	More than half of households live in deep poverty (<R1600 pm), which is marginally higher than the Free State or South Africa average. Very poor households are concentrated in Mohokare (63%), while at 44% Kopanong's proportion of poor households fall below the national average (46%). Kopanong also has a relatively significant working class (R1600-R6400 pm), constituting 45% of overall households. In stark comparison, only 25% of households in Mohokare fall within this category.	The situation of the district municipality's administrative centre, the alignment of regional movement corridors, higher relative amenity and the wealth of cultural and recreational resources, has raised the overall quality of life in Kopanong beyond a minimum threshold, thus retaining valuable semi-skilled and skilled workers in the municipality. This is in contrast to Mohokare, which has seen a dramatic out-migration of skilled labour in recent years. The dramatic reduction in very poor households may be attributable to the roll-out of welfare grants in recent years, and the enforcement of minimum salaries	The high levels of inequality – which implies high levels of household dependency on the public sector and the corresponding very small rate-paying sector – undermines the financial sustainability of the local municipalities. Whereas Mohokare will continue to require significant funding and technical support from external sources, Kopanong (and also Letsemeng) must ensure that those elusive factors which ensures the retention of skilled workers must be vigorously preserved and enhanced. The monitoring and evaluation of

	This suggests very high levels of inequality in the latter municipality. The number of households in deep poverty (<R1600 pm) has dropped significantly from nearly 80% in 2001 to around 50% in 2007. The smallest reduction in very poor households has been in Mohokare, where it has dropped by 20% during this period (compared to nearly 30% in the district). Full-time farm workers in the Free State earn R2,200 less per year than the national average. Casual workers earn a mere R2,000 per annum, compared to R4,000 per year in the rest of South Africa.	(esp. as it pertains to mining and agricultural sector). The divergence between Kopanong and Mohokare may be attributable to limited access by welfare service, and a concomitant drop in low-paying employment opportunities in the latter municipality.	poverty in the Mohokare municipality must be improved so as to identify deserving households not accessing grants.

Infrastructure			
Element	Trend	Possible Causes	District Implications
Regional Infrastructure	New traffic growth in freight and passengers captured by road in recent years. Rail's share of freight in rural areas has declined from 14% in 1993 to 12% in 2007, whereas rail's share in corridor movement has dropped from 36% to 19% during the same period.	Underinvestment in rail infrastructure	Trend is unlikely to continue as long-distance road-based transport becoming increasingly expensive due to rising fuel costs, and modal shift is anticipated following substantial investment in rail.
	Domestic logistics costs is significant competitive disadvantage for national and local economy (ranked 124th in world)	Long-term development of space economy, with industries in Gauteng (away from coast)	Modal shift to rail, and increasing focus on rail-corridor development, expected.
	Stimulate development along N6 (Gauteng-Port Elizabeth) corridor.	Industrial development zones being development at Coega in E Cape. Construction of a link between Coega and PE-GT main railway line is underway.	Potential benefits to Reddersburg, Smithfield and Rouxville.
	No provincial development corridor is identified in Xhariep. Gauteng-Cape Town (N1) Corridor will densify by between 200-250% by as soon as 2015.	Growth of RSA as regional logistics hub, and increased global trade. Greater containerisation	Extensive opportunities created along development corridors, especially in tourism and trade, transport and communication. Greater need for intermodal terminals and interchange facilities that improve the logistics system by consolidating cargo.

			Greater logistical efficiency for local producers, esp. in agri-, mining and manufacturing sectors. Greater modal integration Densification may incentivise designation of N1 (south of Bloemfontein) as provincial development corridor.
Transport	High level of rail-based through-traffic, but there is negligible levels of integration between regional logistics system and local production. Rural branch lines are either suspended or run episodically.	Insufficient transport infrastructure to link internal nodes. Present condition of both tarred and gravelled roads is very poor, thus limiting access to communities and economic opportunities. Main connector roads are still dirt roads which impact on delivery.	Spare capacity along rural branch lines for future utilisation.
Housing	Xhariep's housing mix is particular to the national or provincial mix as it does not have a significant stock of traditional housing. Just under 20% of Xhariep households live in informal housing, with the housing backlog growing by 900 to 7,100 since 2001. Whereas Letsemeng and Kopanong is highly formal (80% and 87% respectively), Mohokare's proportion of informal housing (29%) is	The near doubling of households living in informal dwellings in Mohokare suggest a significant migration trend from the deep rural areas to the towns in the municipality. This may be attributable to increased deep rural immiseration, in conjunction with possible in-migration from Lesotho and the Eastern Cape. Letsemeng has reduced the backlog, whereas housing delivery in Kopanong has matched new growth in	Housing delivery should be fast-tracked in Mohokare, but this should be implemented on the basis of a more thorough understanding of migration to and from this area, particularly from Lesotho and the Eastern Cape. Developmental differentials between the adjacent municipalities on each side of the provincial border should be interrogated.

	significantly above district (19%), provincial (17%) and national (14%) rates of informality. This divergence has been caused by a dramatic increase in households living in informal housing since 2001 in Mohokare, from around 1,600 to 3,000 in 2007.	informal housing.	
Basic Service Delivery	90% of households have access to piped water in Xhariep, significantly higher than South Africa (73%) and the Free State (83%). There has however been an across-the-board decline in this provision. Letsemeng has experienced the most marked reduction in piped water access, from 88% in 1996, to 83% today. In Kopanong and Mohokare, levels of access have been relatively stable. The backlog in Letsemeng has risen from less than 1,500 households in 2001 to over 2,500 in 2007.	The marked reduction in piped water access in Letsemeng may be due to various factors, ranging from water management practices to the quality of bulk water infrastructure.	Piped water provision is within acceptable limits in the district, but the reduction experienced in Letsemeng is a concern that must be addressed.
	Levels of weekly refuse removal are very high compared to national and provincial averages, and recent trends suggest that its provision continues to	Present condition of both tarred and graveled roads is very poor, thus limiting access to communities and economic opportunities. Main connector roads are still dirt roads which impact on delivery.	Refuse removal rates are acceptable, and continuously improving. This is despite the difficult logistical / geographic context in which delivery is occurring. It may be worthwhile taking stock of the operational and management methods currently being

	improve. At present over 66% of households receive weekly refuse removal, compared to 58% provincially and 54% nationally. This is remarkable given the logistical difficulties in providing reliable services in a vast, low density district. Improvement in waste removal has been across the board, but the best performing municipality is Kopanong. Mohokare's provision appears to have stalled at 60%. None of the landfill sites in the district are registered.		employed, and replicated in Mohokare and elsewhere. Effective refuse removal not only benefits the natural environment, but also raises the quality of life for inhabitants. The lack of compliance with waste site regulations must however be addressed urgently.
	Xhariep enjoys a high relative provision of sewerage, with nearly two-thirds of households receiving this basic service. Service provision has expanded in Kopanong and Mohokare, but declined in Letsemeng. Note however that the absolute backlog has expanded not only in Letsemeng, but also Kopanong, where 13,000 households do not have access to sewerage.		Current provision is improving, but the declining provision in Letsemeng is cause for concern. Also, the growing backlog in Kopanong must be addressed to prevent a deterioration in quality of life for local inhabitants, and damage to the natural environment. Potential damage to hydrological systems such as aquifers and rivers in very arid areas tend to have acute repercussions on both health and agriculture.

Logistics	Freight transport will grow between 200% and 250% over next 20 years.	Growth of RSA as regional logistics hub, and increased global trade. Greater containerisation	Xhariep must position itself to take advantage of increased freight transport along its movement corridors. The viability of industrial clustering and depots next to N1 and N6 may improve.
Electricity	Electricity provision is relatively higher than national and provincial levels. Currently 72% of households have access to the grid (for lighting). While Kopanong has shown improvement since 2001 (surpassing 80%), the level in Letsemeng is sharply down from nearly 75% in 1996 to 64% at present. The electrification backlog has expanded greatly in Letsemeng, from 3,200 to well over 5,000 between 2001 and 2007.	The marked reduction in electrification in Letsemeng may be due to various factors, ranging from management practices to the quality of electricity infrastructure.	Electrification is within acceptable limits in the district, but the reduction experienced in Letsemeng is a concern that must be addressed as a matter of urgency.
Settlement Pattern	Xhariep's settlement pattern is distinct in that it does not have a clear economic centre of gravity. The pattern may be characterised as a lattice of dispersed settlements, most of which contain between 4,000 and 10,000 residents. The towns have intermediate density levels and the characteristic apartheid form – comprising former white		

	areas with intermediate to high service levels and former black areas with more limited access to services.		

Governance

Element	Trend	Possible Causes	Potential Implication
Service Delivery	Reductions in basic service delivery caused by technical and fiscal constraints, and aggravated by contextual constraints (large geographic size). Local municipalities has drawn heavily on the province's Municipal Support Programme to amalgamate its financial systems, but the capacity among staff to manage and administer the system in future remains inadequate.	Equitable Share formula emphasizes population size (particularly youth), not geographic size Limited skills base, due to an inability to attract and retain skilled workers. Weak project implementation record No performance management systems in place for the accountability of managers. Intergovernmental grants, based mostly on population figures, do not address the reality of the limited scale of bulk infrastructure in small towns.	The current model of service delivery by provincial and national line departments are inadequate in the small-town context and do not consider aspects such as how to deal with remoteness and limited scale in services. The DM must solicit and direct special grants towards specific projects that have an inherent revenue generating potential for the District. The DM must enhance its project implementation capacity in order to provide technical support to local municipalities. Municipalities must analyse their particular changing social and economic conditions in relation to the impact on their service delivery responsibilities. This requires the adoption of asset registers, compliance with new budgeting and financial management regulations, updated and effective spatial development frameworks, effective development control systems and the maintenance of infrastructure. Municipalities must dedicate themselves to collecting all the money owed to them, while being sensitive to the difficulties experienced by the poor. The DM must remove institutional inefficiencies resulting from poor HR management, such as regular changes to senior managers, inadequate staffing of technical functions.

	Deterioration of road infrastructure Present condition of both tarred and gravelled roads is very poor, thus limiting access to communities and economic opportunities.	Although DM is responsible for maintenance of roads service the district, these roads have not been identified, leaving a vacuum in terms of responsibility.	Poor condition of road impacts on service delivery.
Alignment	District challenges in aligning local municipalities with provincial and national spheres of government.	Weak working relations with local municipalities. Limited capacity at district municipality, particularly technical and management skills. Lack of Housing Sector strategy Lack of Land Reform Strategy	The DM must remove institutional inefficiencies resulting from poor HR management, such as regular changes to senior managers, inadequate staffing of technical functions.
Fiscal Sustainability	Past financial challenges appear to be stablising. The budget deficit for the district was mostly recently recorded as surpassing 25% of the total 2008 budget (down from turning a small surplus in 2007). The divergence between actual and planned operational expenditure has grown dramatically in Xhariep since 2005, from 40% to 120%. The national average for districts has dropped from 60% in 2004 to 30%	Poor fiscal management and control results in very low levels of predictability, and a proportionately high level of discretionary spending.	The DM must remove institutional inefficiencies resulting from poor HR management, such as regular changes to senior managers, inadequate staffing of technical functions and a lack of commitment to cultivate effective relationships with national and provincial government. Municipalities must analyse their particular changing social and economic conditions in relation to the impact on their service delivery responsibilities. This requires the adoption of asset registers, compliance with new budgeting and financial management regulations, updated

	in 2007.		and effective spatial development frameworks, effective development control systems and the maintenance of infrastructure. Municipalities must dedicate themselves to collecting all the money owed to them, while being sensitive to the difficulties experienced by the poor.
	Capital expenditure by the district ground to a halt in 2005, but has since improved, whereas the national average for district municipalities have increased from around 15% of total budget in 2004 to 40% at present. The proportion of overall budget allocated to capital expenditure has grown sharply across the board amongst local municipalities since 2005. Letsemeng currently spends nearly 65% of its budget on capital expenditure. Between 2003 and 2007, Letsemeng and Kopanong has each spent a cumulative total of R1,800 per capita on capital expenditure, while Mohokare committed under R1,200 per capita during that same period.	The lack of technical capacity and the inability to corral resources through intergovernmental grants, has effectively paralysed the district municipality.	The district has effectively suspended the provision and maintenance of infrastructure such as district roads, etc. since 2005 .

Capital Spending	Kopanong committed the largest portion (88%) of its capital budget on water and sanitation between 2003 and 2007, while Letsemeng only committed 55% of its capital budget on the same item. At the same time, Letsemeng was the only local municipality to provide funding for roads and stormwater (15% of capital budget).	The allocation of capital budgets across municipalities may be determined in part by the availability (or lack thereof) of requisite technical skills.	The low funding prioritisation in Letsemeng to water and sanitation provision has led to significantly reduced service.
	The level of self-sufficiency in the operational budget of respective municipalities has diverged greatly in recent years. Although the most recent financial information has not been confirmed, it suggests that whereas Kopanong and Mohokare has substantially increased self-sufficiency (meeting 85% and 75% of operating revenue through own revenue), Letsemeng remains highly dependent on external funding, generating only 55% of required operating revenue.	If the estimates for 2007 and 2009 are correct, Kopanong and Mohokare has improved their self-sufficiency, whereas Letsemeng remains on life support.	Letsemeng must remove institutional inefficiencies resulting from poor HR management, such as regular changes to senior managers, inadequate staffing of technical functions and a lack of commitment to cultivate effective relationships with national and provincial government. The salary cap of 35% in budgets may not be viable for deep rural municipalities, since attracting skilled employees is in itself a challenge. The problem is compounded by the negative impact of skills shortage, resulting in an inability to generate local income through effective and efficient municipal services administration. Municipalities must analyse their particular changing social and economic conditions in relation to the impact on their service delivery responsibilities. This requires the adoption of asset registers, compliance with new budgeting and financial management regulations, updated and effective spatial development frameworks, effective development control systems and the maintenance of infrastructure.

			Municipalities must dedicate themselves to collecting all the money owed to them, while being sensitive to the difficulties experienced by the poor.

Based on the preceding analysis, a set of high level and prioritized SWOT issues has been identified and summarized in the following table. This overall SWOT is reinforced and followed up by more detailed sector specific SWOT summaries.

AGRICULTURE	
Strengths	• largest contributor to local economy • main source of employment / income • locational advantage of DM within FS very high • sufficient road infrastructure to form effective distribution network • high agricultural potential
Weaknesses	• large portions of DM do not have access to sufficient potable water, and water shortage is one of the key constraining factors to the expansion of agricultural production in DM • low annual rainfall (350mm-500mm) makes DM dependant on its water bodies (Gariep Dam, Riet River, Modder River, Orange River) for agricultural expansion • majority of livestock, grain and oilseed production focused on primary production, which are processed externally and imported as final consumer products • majority of inputs for grain production, such as pesticides and seeds, are imported • limited availability of finance to promote mechanisation and produce high quality agri produce suitable for export market • insufficient logistics and cooling facility capacity for livestock
Opportunities	• ASGISA, NIPF and IPAP emphasises extension of current agri activities to agri-processing activities • expansion of current agri base to include: o soy o prickly pear o ostrich

	o emu • aquaculture o trout, catfish, carp o plankton o manure rich water (fertiliser) • development of irrigation systems for intensive production o pumpkin o carrots o olives o mushrooms o cut flowers • Application of specialised agri technologies and construction of irrigation infrastructure to utilise the full capacity of available water bodies, combined with intensive productive of high profit niche crop. • biofuels • fish farming
Threats	•
MANUFACTURING	
Strengths	• Jacobsdal identified as manufacturing node.
Weaknesses	• manicuring sector is relatively small with limited variety of manufacturing activities • current activities limited to small-scale, light industrial activities • location quotient for manufacturing activities is low • due to limited industrial mass in DM, the majority of manufacturing will be focused on agri beneficiation • due to decline in mining activities, mineral manufacturing will not be sustainable in DM over long term
Opportunities	• beneficiation of agricultural products o biodiesel • strengthening of forward and backward linkages between agri and manu sectors • cluster developments at Gariep Dam and locations in close proximity to

	N1 National Road (Springfontein, Trompsburg, Edenburg) • strengthening of linkages between complimentary activities to obtain agglomeration advantages • patents and use of new production methods can be sourced from nearby UFS • must build on foundation of products currently evident in region, such as agri. • feasibility studies for development of chemical and plastic production plants recommended • also fertiliser manufacturing and oil extraction may be potential areas • Naledi to provide
Threats	•
CONSTRUCTION AND UTILITIES (ENERGY AND WATER)	
Strengths	• Location quotient is relatively high for both utilities and construction sectors, indicating that the DM has required potential economic mass to render development in this sector viable • Mohokare River in Naledi
Weaknesses	• Electricity and water have negative influences on production and investment
Opportunities	• Expansion of Gariep Dam's hydro capacity from 360MW with techniques such as pump-storage (being investigated by Eskom) • Irrigation schemes for intensive agri production • industrial cluster development around Gariep Damn, due to high availability of bulk water and electricity • small-scale hydro electricity facilities along rivers and dams • solar energy is viable due to abundance of sunshine
Threats	• Aging infrastructure
Strengths	• Sand in Wepener

MINING	
Weaknesses	• very little beneficiation of extracted minerals • very high initial capital expenditure on mining technology, severely influencing profitability of sector
Opportunities	• small beneficiation cluster possible • primary processing o grading, cutting, brushing and polishing • secondary processing o jewellery design and manufacturing o precision tools and instruments
Threats	• highly exposed to international commodity prices

TOURISM	
Strengths	• home to number of tourist routes (Phillipolis Route, Lake Gariep Route) (Section 9.1 expounds father on the tourism opportunities associated with Lake Gariep) • DM centrally located as halfway stop-over point between WC and GT • DM home to heritage sites and Gariep Dam • more tourism activities compared to rest of province • Naledi to provide
Weaknesses	• tourism limited to small number of domestic visitors • lacks established brand name • limited tourism products that appeal to wide range of tourists • poor marketing of tourist amenities • large distance to potential tourism market (remote location) • not located near tourist hot spot such as Garden Route or Kruger National Park

Opportunities	• Gariep Dam o tourism product development o coordinate tourism product o environmental considerations • Phillipolis Route o cultural tourism o historic war sites • Maluti Mountains (Zastron) o adventure activities (abseiling, hiking) • Horizon Route • Xhariep Route • Mookodi Lodge • Witblits festival • Maluti Route (Naledi) • Vanrooyen's Gate • horseracing • Jacobsdal wine production (Landzicht) • hunting and game farming • tourism is mostly local and should therefore focus on leisure activities for locals, capturing local tourism markets such as biker clubs
Threats	• despite good road infrastructure, rising cost of petrol and air fares discourage tourism

SOCIAL	
Strengths	• low levels of crime, except stock theft • SEDA office in Trompsburg • District Hospital in Trompsburg • Agricultural Extension Officers
Weaknesses	• 80% of population lives in poverty • high level of illiteracy • Teacher: Learner ratio at secondary schools in Mohokare is far too high (61.4) • Dependency on social grants • high levels of drug and alcohol abuse with related family abuse (anecdotal) • youth delinquency (anecdotal)
Opportunities	• designation of commonage land to alleviate poverty and improve food security
Threats	• HIV/AIDS • high levels of unemployment • youth unemployment is resulting in increasing crime levels

GOVERNANCE AND FINANCE	
Strengths	• committed councillors and staff
Weaknesses	• Challenges hindering XDM from undertaking its legislative functions o financial incapacity (ES Formula emphasizes population size, not geographic size) o limited skills base (inability to attract and retain skilled manpower) • Lack of clarity over powers and functions relating to road infrastructure and maintenance • waste management remains XDM's legislative domain, although it lacks competency to perform function effectively. • Lack of Housing Sector Strategy • Lack of Land Reform Strategy (given 30% of agricultural land must be redistributed by 2014) • weak project implementation record • low capacity district municipality • weak working relations with local municipalities • severe financial constraints • shortage of key technical and management skills • many critical posts are vacant
Opportunities	• soliciting for and directing special grants towards specific projects that have an inherent revenue generation capacity for the DM • harnessing DMs investment potential • enhancing the DM's project implementation capacity • investing in robust marketing strategy • MIG, DBSA funding available for specific projects if pursued diligently • staff secondments by National and Provincial Government (e.g. current DEAT staff)

	• assistance from DPLG and other sector departments
Threats	• Growing XDM deficit

ENVIRONMENTAL	
Strengths	• abundant land • abundant water
Weaknesses	• none of the landfill sites are registered and therefore illegal
Opportunities	•
Threats	• flooding along main roads, low-laying areas • drought

OVERALL ECONOMY	
Strengths	• low crime rate • abundant water sources • sophisticated entrepreneurs running game farms and certain agriculture enterprises which are export oriented
Weaknesses	• limited economic diversification • dilapidation of small towns and urban migration of skilled labour • very low population density means poor support for infrastructure spending • lack of growth • lack of skills • high unemployment • small number of SMMEs and low levels of entrepreneurship • poorly organised programmes supporting SMMEs • no functional incentive programmes for investment attraction

Opportunities	• leveraging SETA's to capacitate and train communities • develop, support and strengthen XDM's position as tourist destination • utilise Lake Gariep as key economic development opportunity
Threats	• significant water provision and sanitation challenges that may require emergency intervention

INFRASTRUCTURE TRANSPORT AND COMMUNICATION	
Strengths	• Located centrally along national road networks including N1 (CT, Bloemfontein and GT), N6 (E London) and N10 (PE). • sufficient road infrastructure to form effective distribution network • central location of DM indicates potential in terms of transport linkages, storage and distribution between Cape and Gauteng • transport sector enjoys high location quotient • exposure to GT-CT tourists
Weaknesses	• limited public transport • unavailability of sufficient transport infrastructure to link internal nodes • Present condition of both tarred and gravelled roads is very poor, thus limiting access to communities and economic opportunities. Although XDM is responsible for maintenance of roads serving district as whole, these roads have not been identified, leaving a vacuum in terms of responsibility. • most of the road network is dirt roads • main connector roads are still dirt roads which impact on service delivery • district headquarters only accessible from some towns via dirt road • street network in poor condition due to lack of capacity • storm water systems not in place on most areas, thus impacting on maintenance of streets • no provincial development corridor identified in area

Opportunities	• development of national distribution centre Developing District Transport Axis • upgrading of Trompsburg-Smithfield gravel road • upgrading of Springfontein-Bethulie gravel road • upgrading of Trompsburg-Jagersfontein gravel road • storage facilities and warehouses • industrial clustering and depots next to N1 and N6 national routes • Development of Coega will stimulate traffic on N6, implying emerging transport axis along Reddersburg, Smithfield and Rouxville route.
Threats	• high backlog of infrastructure and basic services

PRIORITY SERVICES AND STRATEGIC APPROACH TO XHARIEP DEVELOPMENTAL GOALS

Chapter Overview

The purpose of this Chapter is as follows:

To outline a best case scenario or vision for the District's long term development framework which can mobilize support from key stakeholders as part of an on-going process of consensus building and strategically aligned and leverage action between both state and non-state role-players

To provide a high level indicative development framework, or long term strategic, of strategic objectives and initiatives which can impact on the achievement of the desired scenario and vision

To assist in aligning the Xhariep IDP with the National Development Plan, Millennium Development Goals and National Spatial Development Plan

The 2014/15 IDP is to be a development trajectory of the District and unite provincial and local stakeholders behind a common vision which can leverage government and private sector resources in a targeted manner which can meaningfully impact on Xhariep's sustainability and quality of life.

Introduction

The National Planning Commission's Diagnostic Report, released in June 2011, set out South Africa's achievements and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

1. Too few people work
2. The quality of school education for black people is poor
3. Infrastructure is poorly located, inadequate and under-maintained
4. Spatial divides hobble inclusive development
5. The economy is unsustainably resource intensive
6. The public health system cannot meet demand or sustain quality
7. Public services are uneven and often of poor quality
8. Corruption levels are high
9. South Africa remains a divided society.

South Africans from all walks of life welcomed the diagnostic as a frank, constructive assessment. This led to the development of the draft national plan, released in November 2011. Building on the diagnostic, the plan added four thematic areas: rural economy, social protection, regional and world affairs, and community safety.

The Commission consulted widely on the draft plan. The judiciary, national departments, provincial governments, development finance institutions, state-owned entities and local government formations; and held talks with unions, business, religious leaders and non-profit organisations.

The National Development plan will then form a base of all planning in the Municipalities, the Xhariep 2014/15 Reviewed IDP will seek through this chapter to capture the importance of National Development Plan in relation to our Localised objectives strategies and Projects linked to other sectorial plans.

Domesticating the Millennium Development Goals

The statistics report on the Millennium Development Goals has been developed to endeavour the level of South African government in complying with the goals.

South African government through its priorities has owned the MDG agenda and through clear policies complied with the MDG imperatives. It is plausible to conclude then that the South African Constitution and its development mandate explicitly takes the MDGs into account, and as a consequence there remain a greater possibility that despite many a challenge, South Africa has a plan in place and a winning chance in implementation of the MDG goals, the table below shows the link between the National Development Plan and the Millennium Development Goals.

Linkage between South Africa's national development planning and the MDGs	
NDP Strategic Element	**Relevant MDGs**
Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	MDG 1, MDG 2, MDG 3, MDG 8
Strategic Priority 2: Massive programme to build economic and social infrastructure	MDG 1, MDG 3, MDG 8
Strategic Priority 3: Comprehensive rural development strategy linked to land and agrarian reform and food security	MDG 1, MDG 2, MDG 7
Strategic Priority 4: Strengthen the skills and human resource base	MDG 2
Strategic Priority 5: Improve the health profile of all South Africans	MDG 4, MDG 5, MDG 6
Strategic Priority 6: Intensify the fight against crime and corruption	MDG 2, MDG 3
Strategic Priority 7: Build cohesive, caring and sustainable	MDG 2, MDG 3, MDG 7
Strategic Priority 8: Pursuing African advancement and enhanced international cooperation	MDG 8
Strategic Priority 9: Sustainable resource management and use	MDG 2, MDG 3, MDG 7
Strategic Priority 10: Building a developmental state, including improvement of public services and strengthening democratic institutions	MDG 1, MDG 2, MDG 3, MDG 8

National Development Plan (Vision 2030)

National Development Plan (NDP) inform some of the programmes of this and it cut across a broad spectrum of issues and are reflected in this IDP according to the five key performance areas of the Municipality.

National Spatial Development Perspective (NSDP)

The NSDP's objective is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore acts as an indicative planning tool for the three spheres of government. The National Spatial Development Perspective also informs the Spatial Development Framework of the Municipality.

National Government Priorities

- Infrastructure development.
- Creating conditions for an inclusive economy that will reduce poverty and inequality and produce decent jobs and sustainable livelihoods.
- Access to education and training, particularly by the youth, to ensure their full participation in the economy and society.
- Better quality health care and accessibility.
- Rural development.
- Safer communities and crime reduction.

The above is underpinned by the statement of the National Executive Committee of the African National Congress.

Provincial Perspective

Provincial Growth and Development Plan (PGDP)

The PGDP also plays an important role in shaping the Municipality's IDP. The PGDP of the Free State Provincial Government is reflected as follows in the Municipality's five key performance areas:

- Agriculture and Food Security, Fighting Poverty,
- Agro-processing and Tourism are reflected in municipal Local Economic Development.
- Human Resources Development are reflected in Municipal Transformation and Organisational Development.
- Infrastructure Development is reflected in Basic Service Delivery and Infrastructure Development.

These are all underpinned by key performance areas relating to financial sustainability and good governance.

Millennium Development Goals

The current IDP Review will also attempt to respond to goals and targets as set out in the Millennium Development Goals

The eight development priorities were termed the Millennium Development Goals, (MDGs). As a member state of the United Nations, South Africa is a signatory to this Agreement. The eight MDGs are in their numerical order and can be summarized as follows:

1. To eradicate extreme poverty and hunger.
2. To achieve universal primary education.
3. To promote gender equality and empower women.
4. To reduce child mortality.
5. To improve maternal health.
6. To combat HIV/AIDS, malaria and other diseases.
7. To ensure environmental sustainability.
8. To develop a global partnership for development.

The Millennium Development Goals and targets come from the Millennium Declaration, signed by 189 countries, including 147 Heads of State and Government, in September 2000 and from further agreement by member states at the 2005 World Summit (Resolution adopted by the General Assembly).

The goals and targets are interrelated and should be seen as a whole. They enjoin the developed countries and the developing countries through a partnership that would be conducive to development and to the elimination of poverty

Linkage between National Development Plans, Millennium Developmental Goals and the District Strategic objectives

Having demonstrated at the strategy level how the eight MDGs are integral to the South African government's development priorities, it is important now to illustrate how, at the implementation level, these strategic policy intentions should or get to be translated into reality within a municipal context , the following table illustrates the linkages between these strategies

National KPA	Link with NDP	Millennium Development Goals	Free State Growth and Dev. Strategy	Municipal Implementation Strategy	Supporting Sector Plans /Standards
Service Delivery and Infrastructure Development	Ensure that all South Africans have access to clean running water in their homes.	To develop a global partnership for development		Conduct water quality checks of all local municipality as per the Green and Blue drop Standards Lobby for the formulation of WSP (Water Services Plan)	WSP (Water Services Plan Environmental Health By-Laws
	Establish effective, safe and affordable public transport.			Implement Rural Roads Asset Management Project Lobby for the formulation of Integrated Transport Plan (ITP)	Integrated Transport Plan

National KPA	Link with NDP	Millennium Development Goals	Free State Growth and Dev. Strategy	Municipal Implementation Strategy	Supporting Sector Plans /Standards
	Broaden ownership of assets to historically disadvantaged groups			Partner with **Housing Development Agency** (HDA) to implement some redistribution projects	Housing Sector Plans
Local Economic Development and Job Creation	A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.	To eradicate extreme poverty and hunger		Partner with different investment corporations and Development agencies to create and promote SMMEs in the district	Local Economic Development Strategy
	Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.				
	Increase employment from 13 million in 2010 to 24 million in 2030			Implement the Expanded Public Works Programme through internal and External funded programmes	

National KPA	Link with NDP	Millennium Development Goals	Free State Growth and Dev. Strategy	Municipal Implementation Strategy	Supporting Sector Plans /Standards
	Play a leading role in continental development, economic integration and human rights			Form International Partnerships in programmes that will bring about global change and development i.e the **Xhariep Solar Hub** initiative in partnership with Korean Development Agency	
Social wellbeing and Upliftment	Provide affordable access to quality health care while promoting health and wellbeing.	To reduce child mortality To improve maternal health To combat HIV/AIDS, malaria and other diseases		Conduct different awareness and educational programs through the **Special Programmes Office** , and Champion the effective running of the **District AIDS Council**	
	Entrench a social security system covering all working people, with social protection for the poor and other groups of need				
Municipal Infrastructure and Environment	Produce sufficient energy to support industry at competitive prices, ensuring access for poor Households, while reducing carbon emissions	To develop a global partnership for development		Champion the effective running of the District Energy Forum	

National KPA	Link with NDP	Millennium Development Goals	Free State Growth and Dev. Strategy	Municipal Implementation Strategy	Supporting Sector Plans /Standards
	per unit of power by about one-third.				
	Make high-speed broadband internet universally available at competitive prices.				
	Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.	To achieve universal primary education		Ensure that Early Childhood Development centres are well taken care of through the environmental and Health Unit	
				Provide for Bursaries through the Mayoral Grant	
Community Safety	Realise a developmental, capable and ethical state that treats citizens with dignity.	To ensure environmental sustainability		Implement instructional Fraud and Corruption Strategy	
	Ensure that all people live safely, with an independent and fair			Encourage Community participation in District Policing	

National KPA	Link with NDP	Millennium Development Goals	Free State Growth and Dev. Strategy	Municipal Implementation Strategy	Supporting Sector Plans /Standards
	criminal justice system.			Forums	
Institutional Development	Ensure that skilled, technical, professional and Managerial posts better reflect the country's racial gender and disability makeup.	To promote gender equality and empower women		Implement and review the Work Place skills development Plan and the Human resource strategy to encourage Gender and Equity Plan	

Municipal Strategies

Effective Governance & Admin Cluster

KPI	Objective no.	Objective and Standards	Strategy	Strategy Code
Municipal financial viability	1	To improve financial viability of the municipality by June 2015	By preparing and adopting sustainable budget (with capital expenditure allocation) and financial plan as part of IDP to implement in 2014/15 financial year	EG&A1 STR 1
			By improving internal financial management systems and policies	EG&A1 STR 2
			By formulating and implement financial management policies and credit control strategies	EG&A1 STR 3
Capital Expenditure	2	To spend on service delivery and infrastructure related projects	By ensuring that Xhariep appropriately budget and monitor capital expenditure	EG&A2 STR 1
Organisational capacity building	3	To build capacity of the organisation to effectively deliver on its Powers and Functions assignments in line with our macro strategy by June 2015	By populating organogram and prioritise the filling of vacant critical top management layer positions	EG&A3 STR 1
			By supporting and participating intergovernmental relations and elections	EG&A3 STR 2
			By strengthening public participation and communication with communities	EG&A3 STR 3
Employment Equity plan	4	To review and implement municipal employment equity plan by June 2015	By reviewing the EEP and implement in line with legislation	EG&A4 STR 1
Work Place Skills plan	5	To review and implement municipal work place skills plan by June 2015	By reviewing the WSP and implement in line with legislation	EG&A5 STR 1

KPI	Objective no.	Objective and Standards	Strategy	Strategy Code
Performance Management System	6	To implement effective performance management system by July 2005	By reviewing current PMS policy and implement planning, review, auditing, reviewing and reporting of municipal performance	EG&A6 STR 1
Integrated Development Planning	7	To continuously prepare, adopt, effectively implement and annually review IDP	By reviewing and adopt a revised IDP and ensure its implementation during 2006/7	EG&A7 STR 1
By-laws and policies	8	To build capacity for by-law preparation and enforcement by June 2007	By improving capacity of the legal department through training of existing staff	EG&A8 STR 1

Economic Development & Employment Creation cluster

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
	9	To improve economic growth and job creation	By improving capacity of the LED unit and implement adopted plan	EGD&E09 STR 1
			By creating an enabling economic environment for investment	EGD&E09 STR 3
			Provisioning of Sound Leadership through the implementation of Xhariep Economic Strategy	EGD&E09 STR 4
			Agricultural Sector Development Strategy	EGD&E09 STR 5
			Establish regional linkages	EGD&E09 STR 6
			Business retention, expansion and attraction	EGD&E09 STR 7
			Area targeting and regeneration strategies	EGD&E09 STR 8
			By diversifying district economy by supporting performance of key sector identified in the summit resolution	EGD&E09 STR 9
			By contributing to local skills base development by implementing effective Economic Learnership programmes in collaboration with LGSETA	EGD&E09 STR10
SMME Development	10	To support local SMMEs	By developing database of existing SMMEs and provide information on support resources	EGD&E10 STR1
			By developing a support programme and utilize the supply chain management policy to empower SMMEs	EGD&E10 STR2

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
Job creation & employment	11	To facilitate creation of jobs and employment opportunities leading to 10% reduction in current unemployment by 2008	By supporting use of labour intensive methods in the implementation of EPWP and MIG programmes	EGD&E11 STR 1
			By facilitating the promotion and marketing of local produce to national and international markets	EGD&E11 STR 2
			By creating job opportunities through programmes delivered by the DM	EGD&E11 STR 3
			By supporting promotion of emerging farmers initiatives through partnership arrangements with financing and training agencies as well as Dept of Agriculture	EGD&E11 STR 4
Poverty alleviation	12	To contribute to the reduction of levels of poverty in the district	By supporting initiatives to improve food security	EGD&E12 STR 1
			By supporting livelihood initiatives aimed at income generation means for the Poorest of the Poor in XDM	EGD&E12 STR 2
Tourism development	13	To contribute to 5% increase in the contribution of Tourism sector to district GGP by 2008	By facilitating promotion and marketing of the strategic regional sites (ie- Lake Xhariep, Heritage sites, *etc*)	EGD&E13 STR1
			By preparing and adopting district Tourism Development and promotion strategy with support from Tourism agencies including DEAT	EGD&E13 STR2
			By investing in infrastructure (*i.e*- roads construction and maintenance) development that supports tourism development	EGD&E13 STR3

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
			By participating in partnerships and joint ventures with other government agencies and NGOs in support of Tourism growth in the Xhariep region	EGD&E13 STR4
			By contributing to promotion of arts and culture products	EGD&E13 STR5
			By establishing district tourism office and support it	EGD&E13 STR6
Environmental Management	14	To manage and prevent harm of the environment and ensure its sustainability	By preparing, adopting, reviewing and implementing integrated environmental management plan for Xhariep DM	EGD&E14 STR1
			By building capacity to monitor impact, develop and submit regular State of Environment Reports to DEAT	EGD&E14 STR2
			By coordinating and support local municipalities in implementing their environmental sector plans	EGD&E14 STR3
Disaster Management	15	To properly manage and prevent occurrence loss of lives due to disasters	By preparing, adopting, reviewing and implementing integrated disaster management plan for Xhariep DM	EGD&E15 STR 1
			By undertaking risk assessment and preparing operational management support accordingly	EGD&E15 STR 2
			By building capacity (infrastructure, systems and personnel) of the organisation to respond to regional	EGD&E15 STR 3

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
			disasters with support from Province	
Water supply	16	Facilitate provision of sufficient bulk water supply to all municipalities	By increasing access to raw water supply	EGD&E16 STR 1
			By co-ordinating the delivery of good quality water supply (water sampling as per the Green and Blue Drop Standards)	EGD&E16 STR 2
			By facilitating increased poor household access to free basic water supply	EGD&E16 STR 3
			By improving capacity of DM to implement responsibility	EGD&E16 STR 4
Sanitation	17	Facilitate provision of sustainable basic sanitation all households in the district	By supporting implementation of alternative sanitation service systems to enhance coverage	EGD&E17 STR 1
			By co-ordinating the delivery of sanitation services in the district	EGD&E17 STR 2
			By facilitating improvements in the provision of bulk sanitation service by responsible agents	EGD&E17 STR 3
			By facilitating increased poor household access to free basic sanitation	EGD&E17 STR 4
Electricity	18	Facilitate increased access by all households to electricity service (through **District Energy Forum)**	By lobbying relevant authorities to prioritise the district and regularly maintain and upgrade existing networks	EGD&E18 STR 1
			By facilitating increased poor household access to free	EGD&E18 STR 2

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
			basic electricity	
Roads and Stormwater	19	Improve conditions of roads, drainage and stormwater infrastructure in the district	By clarifying powers and functions in terms of maintenance and upgrading of road and street infrastructure	EGD&E19 STR 1
			By improving capacity of DM to manage responsibility	EGD&E19 STR 2
			By co-ordinating the maintenance and upgrading of roads, streets and stormwater networks in district	EGD&E19 STR 3
Waste and refuse	20	To facilitate provision of integrated waste management services to residential and non-residential consumers in the district	By improving waste management and planning capacity of local municipalities	EGD&E20 STR 1
			By reviewing and implementing district integrated waste management plan	EGD&E20 STR 2
			By contributing to the provision and maintenance of waste management infrastructure in the district	EGD&E20 STR 3
Cemeteries	21	To coordinate and support provision of safe and proper burial spaces by our local municipalities	By facilitating the identification, planning, provision of land for and maintenance of cemeteries in the entire district	EGD&E21 STR 1
Land Reform	22	To support the land reform programme and monitor effectiveness in the delivery mechanisms	By engaging the all relevant stakeholders in the preparation of Xhariep District Land Reform & Settlement plan	EGD&E22 STR 1
			By facilitating the provision of supporting infrastructure to approved land reform settlement and economic development projects	EGD&E22 STR 2

KPA	Objective no.	Objective Economic growth & Development	Strategy	Strategy Code
Sports and Recreation	23	To facilitate proper provision and maintenance of community sports and recreation facilities	By lobbying Department of Sports and Culture to provide, maintain and upgrade sports facilities	EGD&E23 STR 1
			By lobbying LMs to make provision for land allocation to recreational facilities and maintain the exiting ones	EGD&E23 STR 2
Housing	24	To support accelerated delivery of a range of sustainable housing options to our communities	By coordinating preparation and implementation of an integrated district housing strategy	EGD&E24 STR 1
			By supporting LMs to plan and set-aside suitable land for housing delivery	EGD&E24 STR 2
Telecommunication	25	To facilitate provision of effective telecommunication network to enable private and business development	By lobbying telecommunication service providers to install new and constantly upgrade and maintain current infrastructure	EGD&E25 STR 1

Social and Human Development Cluster

KPA	Objective no.	Objective	Strategy	Strategy Code
Education & Skills	28	To lobby Department of Education to prioritise Xhariep and deliver necessary infrastructure and supporting needs to our schools	By lobbying the DoE to deliver on its 5 year plan in terms of provisions for Xhariep	S&HD 28 STR 1
Municipal health	29	To build capacity of the district to perform its municipal health function	By lobbying funds and council approval for the creation of the Environmental Health unit within the district to undertake municipal health activities	S&HD 29 STR 1
Primary health (HIV/Aids)	30	To contribute to the fight against the spread of pandemics like HIV/Aids and others	By entering into partnerships with social movement and DoH to contribute into the fight against spread of infectious diseases like HIV/ Aids	S&HD 30 STR 1
			By participating in the awareness initiatives and district Aids council structures	S&HD 30 STR 2
Special Programmes **(Youth, Gender & Disabled)**	31	To implement effective special groups support development programmes focusing on Youth, Gender and Disabled	By setting up a dedicated special programmes unit in the office of the Mayor to drive these programmes	S&HD 31 STR 1
			By lobbying funding for the construction of a skills development centre to engage youth and disabled in productive activities	S&HD 31 STR 2
			By designing and implementing targeted special awareness programmes for youth	S&HD 31 STR 3

Justice and Crime Prevention cluster

KPA	Objective no.	Objective	Strategy	Strategy Code
Crime	32	To contribute to the reduction of crime in the district to be at least 10% lower than June 2005 baseline by June 2006	By entering into partnerships with crime prevention agencies in support of SAPS to reduce crime and increase awareness	J&CP 32 STR 1
			By actively contributing to the effectiveness of community policing forums in the district	J&CP 32 STR 2
Public safety	33	To facilitate protection of general law abiding members of our society against lawlessness	By participate in the law enforcement and prevention initiatives and partnerships	J&CP 33 STR 1
Human Rights Promotion	34	To promote human right and increase awareness among vulnerable groupings	By continuously encourage eradication of discriminatory patterns of behaviour and racism in all our engagements	J&CP 34 STR 1
			By actively promoting and advocating for the protection and support of vulnerable groups (the poor, farm dwellers, women, children, racism victims and crime etc)	J&CP 34 STR 2

PROJECTS TO BE IMPLEMENTED IN THE XHARIEP DISTRCIT MUNICIPALITY

Effective Governance and Admin cluster

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
Municipal financial viability	To improve financial viability of the municipality by June 2015	Prepare budgets and financial reporting statements in accordance with law	EG&A P1					OPEX	
		Recruit internal auditor and expand his/her role to include auditing of performance reports	EG&A P2					OPEX	
		Train and capacitate finance department staff on critical areas of their work such as GRIP, MFMA	EG&A P3					OPEX	
		Review and implement internal financial management policies and credit control strategies: - Asset management - Supply chain policy - Debt collection - IT and information systems (Web site)	EG&A P4					OPEX	

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
		- Credit control - Fleet management							
Capital Expenditure	To spend on service delivery and infrastructure	Allocate budget for capital infrastructure spending and monitor outcomes then report to national as part of PMS	EG&A P5					CAPEX	MIG
Organisational capacity building	To build capacity of the organisation to effectively deliver on its Powers and Functions assignments in line with our macro strategy by June 2006	Populate organogram and prioritise the filling of vacant critical top management layer positions:	EG&A P6					OPEX	
		Support CDWs	EG&A P7					OPEX	
		Support and participate in intergovernmental forums and Elections	EG&A P8					OPEX	
		Support ward committees	EG&A P9					OPEX	
Employment Equity plan	To prepare and implement municipal employment equity plan by June 2015	Develop the EEP and implement in line with legislation and monitor outcomes then report to national as part of PMS	EG&A P10					OPEX	
Work Place Skills plan	To prepare and implement municipal	Develop the WSP and implement in line with legislation and monitor outcomes then	EG&A P11					OPEX	

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
	work place skills plan by June 2015	report to national as part of PMS							
Performance Management System	To implement effective performance management system by July 2015	Commission review and implementation of effective PMS and train internal staff and councillors to understand their respective roles	EG&A P12					OPEX	
Integrated Development Planning	To continuously prepare, adopt, effectively implement and annually review IDP	Complete the review and adoption of IDP for implementation in 2014/15 financial year						OPEX	
By-laws and policies	To build capacity for by-law preparation and enforcement by June 2015	Develop and enforce by-laws						OPEX	Improvement grant

Economic Growth, Development & Employment cluster

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
Economic growth	To improve economic growth by at least 10% increase annually by 2017	Develop database of existing SMMEs and provide information on support resources						OPEX	Improvement Grant
		Contribute to the Creation of jobs							Equitable Share / EPWP
								OPEX	
								OPEX	
								OPEX	
SMME Development	To support local SMMEs	Develop a support programme and utilize the supply chain management policy to empower SMMEs						OPEX	
		Implement EPWP and monitor use of labour intensive methods to create jobs						CAPEX	Equitable Share / EPWP
Job creation & employment	To facilitate creation of jobs and employment opportunities leading to 10% reduction in current unemployment by 2015	Support promotion of emerging farmers initiatives						OPEX	
		Support promotion and marketing of the strategic regional sites (ie- **Lake Xhariep, Heritage sites etc)** and cultural artefacts produce, through partnerships such as the **Xhariep Solar Hub Initiative**						OPEX	
Tourism development	To contribute to Tourism Development packages and Marketing	?						OPEX	DEAT
		Prepare the review of integrated Environmental Management Plan and implement						OPEX	
Environmental Management	To manage and prevent harm of the environment	Prepare and submit State of Environment Reports to DETEA						OPEX	DEAT

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
	and ensure its sustainability	Coordinate and support local municipalities in implementing their environmental sector plans						OPEX	
Disaster Management	To manage and prevent occurrence loss of lives due to disasters	Prepare the review of integrated Disaster Management Plan and implement						OPEX	
		Lobby funding for the Establishment of the Disaster Management Centre						CAPEX	
		Procure at least one 4X4 van for disaster management support to LMs						OPEX	
		Support LMs and their WSPs to plan and implement basic services policies						OPEX	
Water supply	Facilitate provision of sufficient bulk water supply to all municipalities	Check and Monitor the quality of water according to the Blue and Green drop standards						OPEX	
		Support LMs to plan and implement free basic services policies	EGDE P21					OPEX	
Sanitation	Facilitate provision of sustainable basic sanitation all households in the district	Monitor outcomes as part of PMS then report to National as required by System Act	EGDE P22					OPEX	
Electricity	Facilitate increased access by all households to electricity service	Support provision of free basic electricity to poor households and monitor outcomes as part of PMS then report to National through the **District Energy Forum**	EGDE P24					OPEX	DoT

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
Roads and Storm water	Improve conditions of roads, drainage and storm water infrastructure in the district	Review and implement Integrated Waste Management Plan for Xhariep	EGDE P26					CAPEX	DETEA
Waste and refuse	To facilitate provision of integrated waste management services to residential and non-residential consumers in the district	regional landfill sites	EGDE P27					OPEX	
Sports and Recreation	To facilitate proper provision and maintenance of community sports and recreation facilities	Lobby Department of Sports and Culture to provide, maintain and upgrade sports facilities	EGDE P31					OPEX	
Housing	To support accelerated delivery of a range of sustainable housing options to our communities	Lobby and Partner the Housing Development agency to support their housing strategies	EGDE P32						
Telecommunication	To facilitate provision of effective telecommunication	Identify areas that need support as part of SDF and lobby Department of Communication for funding							

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	External (identify)
	network to enable private and business development	Advocate for the installation of High speed broadband such as ADSL							
Transportation	To facilitate provision of effective transportation system for movement of goods and people into and outside the district	Rollout the Rural Roads Asset Management Systems in all local municipality							RAMS Grant

Key Performance Area	Objective	Supporting projects	Proj. No	Cost Estimate	Implementation Year			Funding Source & implication	
								Internal	**External (identify)**
Education & Skills	To lobby Department of Education to prioritise Xhariep and deliver necessary infrastructure and supporting needs to our schools	Lobby department of Education to implement its 5 year plan commitments and monitor outcomes as part of PMS	S&HD P1				✓	OPEX	
Municipal health	To build capacity of the district to perform its municipal health function	Conduct section 78 process to determine effective way of delivering municipal health service in Xhariep	S&HD P2					OPEX	
Primary health (HIV/Aids)	To contribute to the fight against the spread of pandemics like HIV/Aids and others	Conduct awareness campaigns in all LMs and **revive District Aids Council**	S&HD P4					OPEX	

Special Programmes (Youth, Gender & Disabled)	To implement effective special groups support development programmes focusing on Youth, Gender and Disabled	Draft funding applications for special programmes and awareness campaigns	S&HD P6						Health Donors and DoSD
Social Development	To facilitate effective provision of social development and welfare services to our communities	Identify areas that need support and draft business plans for submission to DoSD	S&HD P7					OPEX	

ANNEXURE A

Executive summary of Xhariep District Municipality SECTOR PLANS

1. OVERVIEW OF DEVELOPMENT SECTORS

Sectors are defined as fields of intervention aimed either at specific human needs (such as food, housing, water, health, education, transport, recreation) or as specific ways of satisfying human needs (such as agriculture, trade, mining, tourism). Sectors, as fields of intervention, are frequently related to specific planning and implementation agencies (departments, ministries) heading up such interventions. The key characteristic of sectors in the IDP process is that they may or may not be considered in the planning process, depending on the specific local needs and resources.

2. ROLE OF SECTOR PLANNING IN IDP

Local government powers and functions are outlined in the 1996 Constitution and in the Municipal Structures Act. They vary from sector to sector and according to provincial discretion on the delegation of functions to municipalities in respect of some sectors. The principle underlying the role of sector planning in the IDP process can be summarised as follows:

- Sector planning requirements contained in national sectorial legislation in respect of municipal functions such as water and environment should be dealt with as part of the IDP process, where they are relevant to the local priority issues.

- Specific sectors which fall beyond the ambit of local competencies, such as education, may be directly related to the priority issues identified in a specific municipal area. As the municipality is not the implementation agency, attention will still need to be given to the planning process from analysis to integration; to facilitate alignment and co-ordination with other spheres of government and institutions, in the course of the IDP process. What is proposed is that even for sectors where there are no legally prescribed planning requirements, local government can use the integrated planning process to lever national and provincial sectorial contributions (funds and support) for development by ensuring compliance with national and provincial policy principles and sector guidelines. Local government can also use the IDP process to lobby provincial sector departments by involving them in the local planning process at appropriate points.

Sector planning and national sector departments have set up municipal sector-driven planning requirements, to inform their strategic planning, budgetary and implementation processes.

For example the Department of Water Affairs requires municipalities that are Water Services Authorities to formulate Water Services Development Plans, and the Department of Housing requires municipalities to formulate a housing strategy and targets as part of their IDP process.

These planning requirements are meant to assist in the process of alignment.
Sector planning requirements vary in nature and status. The following categorisation of requirements can assist municipalities in differentiating between the various kinds of requirements:

(a) Legal requirements for the formulation of a sector plan;
(b) A legal compliance requirement;
(c) A planning requirement to be undertaken as a component of, or part of, the IDP; and
(d) A recommendation, which is deemed to add value to the municipal planning process and product.

Xhariep District Local Economic Development Strategy
3.1.1 Local Economic Development Strategy

The future quality of life of Xhariep District Municipality's (XDM) communities will depend on the ability of all stakeholders (public, private, civil society and labour) to collaborate, improve the District's global competitiveness and accelerate economic growth, job creation, black economic empowerment and poverty reduction.

The Xhariep District Local Economic Development Strategy (XDM LEDS) is a five-year implementation plan aimed at accelerating economic growth, job creation and empowerment. This XDM LEDS provides a framework for united partnership action which will build on the critical strengths and resources of those who live play and work in Xhariep District as well as strategic external partners (national and provincial government, foreign investors and financiers, tourists etc.)

The XDM LEDS has a five-year plan for the following reasons:

1. Xhariep District's future trajectory will greatly depend on the extent to which capacity at the development corridors such as the Xhariep Solar Hub, the Trompsburg Hospital, Fish hatchery and the construction industry is enhanced or not over the next 5 years.

The LEDS will need to be adjusted in a few years' time based on the outcome. If sufficient expansion takes place, then growth in Xhariep District's manufacturing sector through new foreign and domestic investment and manufacturing restructuring strategies (including skills development) can be accelerated, in addition to selected services sectors.

If expansion does not take place, Xhariep District will need to put significant resources into reinventing itself and restructuring the economy based on primarily promoting services sectors which assist in attracting and retaining certain population groups such as the youth bas well as certain tourism markets.

2. The speed with which global economic trends are evolving and impacting on the opportunities and threats facing the Xhariep District is increasing. Stakeholders in Xhariep District need to be constantly monitoring these trends and adjusting the XDM LEDS on a continuous basis to ensure the threats are minimised and the opportunities are maximised.

The following national, provincial and local strategies have been considered and aligned with to inform the

XDM LEDS:

- National Development Plan
- Accelerated Shared Growth Initiative of South Africa (ASGISA);
- National Spatial Development Perspective (NSDP);
- Human Resource Development Strategy and Joint Initiative for the Prioritisation of Scarce Skills (JIPSA);
- South African Industrial Policy and National Sector Strategies;
- Rural Development Strategy
- Broad-Based Black Economic Empowerment initiatives;
- Free State Growth and Development Strategy;
- Provincial Industrial Development Strategy;
- Xhariep District Tourism Master Plan; and

3.2 HIV/AIDS Cross Cutting Strategy
3.2.1 Context

The Xhariep District Municipality sees HIV/AIDS as a strategic priority because of its potential to undermine all development and tip communities into deep poverty and despair. XDMM has appointed a Corporate HIV/AIDS Officer and commissioned South Africa's first city based Employee HIV Prevalence Survey and KAP Study. Findings from this research were pivotal to developing this strategy document.

3.2.2 HIV

Some 14,500 people will become infected with HIV in XDMM this year. The immediate determinants of the HIV pandemic are mainly behavioural in nature - unprotected sexual intercourse and multiple sexual partners – as well as factors like high prevalence of sexually transmitted diseases (STDs). Underlying causes include socio-economic factors such as poverty, migrant labour, commercial sex workers, and low status of women, illiteracy, and the lack of formal education, stigma and discrimination. These causes need to be, and will be, addressed in the XDMM responses.

3.2.3 XDMM's Strategic Responses
3.2.3.1 (Draft) Guiding Principles

In order to deliver on Government's responsibility to provide education, care and welfare to the people of South Africa, XDMM commits to:

- Mainstream response to HIV/AIDS with programmes that involve all the departments in preventing, treating and mitigating HIV/AIDS in the workplace and in the community.
- Approach prevention, treatment and care holistically.
- Build on and build up civil society's capacity to fight and control HIV/AIDS/STI/TB.
- Critically evaluate and assess and continuously improve the response to HIV/AIDS/STI/TB.
- Honour national policy and ethical protocols especially with regard to disclosure and informed consent.
- Include poverty reduction, STD and TB prevention, and control in the response to HIV/AIDS.
- Involve communities and people living with HIV and AIDS in prevention, treatment and care strategies.
- Protect people living with HIV and AIDS, their partners, families and friends from any form of discrimination.
- Respect the culture, language and circumstances of all people at all times.
- Uplift women and children so they suffer no discrimination and can take effective measures to prevent infection.

3.2.3.2 (Draft) Strategic Objectives

The primary goals are to:

(a) Minimise the rate of new infections in the workforce and communities;
(b) Maximise the level of treatment to employees and communities already infected;
(c) Minimise the impact of HIV/AIDS on individuals, families and communities, and specifically on the Council workforce

3.3 Way Forward

This strategic plan is a broad framework within which each sector in the Xhariep District Municipality will develop specific yearly operational plans with realistic objectives.

3.3.1 Effective Implementation

The XDM Council takes the lead in supporting multi-sectorial initiatives, facilitating buy-in from all concerned and securing the resources needed to achieve the goals. To reach the strategic goals and satisfy the Integrated Development Plan (IDP), the XDMM needs an effective area-based delivery mechanism comprising its councillors and directorates.

3.3.2 Governance Principles

The XDMM has the responsibility to fight HIV/AIDS/STI/TB for three reasons: it is an employer, it is a provider of municipal health and other services, and it is the municipal platform for all private and public organisations and initiatives.

- **Accountability** – the responsibility of, and the credit for, achievement should be assigned to individuals with the authority to commit resources and influence results.
- **Combination of powers -** Political (i.e. councillors) and technical (i.e. directorates) leaders must act together.
- **Expression of powers** – Councillors and Directorates must act within their usual mandates,with no new roles, in their response to HIV/AIDS.
- **Measures of achievement** – inputs and outputs, and their outcomes, need to be measured against targets allocated to role-players.
- **Separation of powers -** Implementation is separate from Monitoring & Evaluation.
- **Territoriality of powers** – The inward facing directorates (support) should drive the internal programmes and outward facing directorates (service) should drive the external programmes, with the rest (e.g. communications, IT, Finance) acting in both.
- **Inclusion of stakeholders** – All parties with the power to start or stop achievement, plus representatives of all parties committing significant resources or receiving significant benefits, should enjoy participation in decision-making before and during projects.
- **Mainstreaming of roles** – Responses to HIV/AIDS should be incorporated into the normal – even if now expanded - operation of the XDMM, with no department expected to undertake roles contrary to, or different from, their normal duties.
- **Economy of commitment** – Responses to HIV/AIDS should complement existing developmental efforts that overcome poverty and uplift communities, should not bankrupt other essential services, and the benefits should relate reasonably to the costs.
- **Humanity of approach** – The spirit of and effort into HIV/AIDS committees and programmes, notwithstanding the pressure on time and financial constraints, should represent the conscience of the citizens of Xhariep District.

3.3.3 Governance Structures

To exercise these internal and external responsibilities, XDM has a number of enabling mechanisms, specifically its 6 support or service directorates (and their 16 departments) the political support and guidance of the Special Programmes Portfolio Holder, a number of committees and the two forums with an HIV/AIDS focus, viz. our Inter-Sectorial HIV/AIDS

Forum (focusing externally) and our Inter-Departmental HIV/AIDS Forum (focus internally). The following is recommended to XDM as the strongest structure that can fight HIV/AIDS that can also:

- Combine political representation, managerial skill and technical resource;
- Enable compliance with procedures to be mixed with creative intelligence;
- Enable each directorate and department to play to its strengths;
- Enable natural leaders and genuine passion to set the example;
- Ensure all departments and directorates are included, respected and inspected;
- Ensure all departments can contribute to and be enriched by shared knowledge;
- Improve quality by separating responsibility for delivery and assessment;
- Integrating the planning of and communication between XDMM's functions;
- Mainstream HIV/AIDS responses into XDM's normal work; and
- Recognise the existing distribution of roles, responsibilities and resources, and so avoid creating new and duplicating old roles and spreading resources thinly.

In this proposal, the directorates and departments are responsible for devising their own strategy and implementing them, internally and externally.

These two committees monitor and evaluate the programmes for their cost, speed, impact, effectiveness, and quality, plus the extent to which every department answers to the challenge of HIV/AIDS.

In sum, XDM achieves mainstreaming by creating two committees that between them ensure that all their departments and all external role-players respond fully to HIV/AIDS within and without the municipality. The table below shows the jurisdiction (i.e. internal or external) and mandate (i.e. roles and responsibilities) of the directorates, departments and forums.

3.6 XDMM Integrated Waste Management Plan
3.6.1 Introduction

According to the National Waste Management Strategy, all South African Municipalities are to present a long-term strategy or plan on how to handle general waste services. Furthermore, Xhariep District Municipality identified the preparation of an Integrated Waste Management Plan (IWMP) as an important project within the Environmental Sector of the Municipality's first Integrated Development Plan (IDP), which was finalised in April 2013. It was agreed that if waste management is neglected and not dealt with in a more sustainable manner, waste will continue to pose a serious threat to the environment and the health of Xhariep District citizens.

The reason for developing an IWMP is to provide the Municipality with a sustainable long-term waste management system. The IWMP is a planning document, which includes comprehensive background information on the current waste situation in the Municipality as well as the current regulatory framework.

Based on an analysis of the current situation, objectives, strategies and projects are formulated that address the priority issues of today. The Constitution of South Africa (Act 108 of 1996, Section 152) states that *local governments are to ensure provision of services to communities in a sustainable manner, promote social and economic development, promote a safe and healthy environment, and encourage the involvement of communities and community organisations in matters of local government.* In order to fulfil these constitutional obligations,

3.6.2 The Context of the IWMP
3.6.2.1 The National Waste Management Strategy

The National Waste Management Strategy (NWMS) was developed by the Dept. of Environmental Affairs (DEA) and the Dept. of Water Affairs (DWA) in 1998-99 and presents National Government's strategy for integrated waste management for South Africa. Among the priority initiatives formulated in the document,

Integrated Waste Management Planning was identified as an important tool for improving the current waste situation.

The Xhariep District First Generation IWMP is formulated in compliance with the NWMS which allocates responsibilities as follows:

- The *national Department of Environmental Affairs* (DEA) will draft and promulgate regulations and guideline documents for integrated waste management planning of all waste types.
- The *provincial environmental departments* will develop hazardous waste management plans and prepare provincial environmental and waste management plans and prepare provincial environmental and waste management plans that incorporate the integrated waste management plans submitted by local government and industry.

- *Local Government* will develop and submit plans for integrated general waste management to the respective provincial environmental departments. General waste includes domestic and industrial/commercial waste that is not acutely hazardous or dangerous for man or the environment.

- Waste management plans for *industrial waste* that is disposed of at private and/or dedicated disposal facilities, will be prepared by the *developers/owners* and submitted to the respective provincial environmental departments.

Thus, Xhariep District's IWMP focuses on general waste generated within Xhariep District. The Municipality realises, though, the importance of communicating with Province as well as with significant industrial generators of waste to ensure that the above-stated required plans are formulated and implemented.

3.6.2.2 The IWMP in the context of the IDP

The IWMP is formulated in accordance with the vision of Xhariep District as formulated in the Integrated Development Plan (IDP):

Considerable effort has been put into interpreting the meaning of this vision in terms of waste management for the formulation of objectives and strategies of the IWMP. The vision warrants for affordable waste collection services, sustainable waste treatment and disposal, litter-free living environments, safe working environments, and improved public awareness, among other things.
The IDP identifies "negative environmental and health impacts due to unsustainable waste management" as a priority issue that needs to be addressed by Xhariep District.

The following **objectives** in respect of Waste Management are listed in the IDP:

- Comprehensive long-term waste planning.
- Efficient, effective and appropriate waste collection and treatment services in the entire XDM.
- The availability of landfills and transfer stations which comply with National and Local legislation and meet the long-term needs of the XDMM.

- Reduction of landfill waste by 35% by volume within 5 years through the implementation of waste reduction, re-use and recycling programmes and alternative treatment of waste.
- Formulation, adoption and implementation of an IWMP.
- Investigation of alternative uses and treatment of waste.
- Implementation of educational and awareness programmes.
- Identification and initiation of partnerships with external organisations, communities and industries.
- The review of the by-laws applicable in the different administrative areas and the rationalisation of these into a single set of appropriate by-laws applicable to all of XDM.

During the development of the IWMP, additional information not previously available was gathered. This information has been used to further develop the objectives and strategies of Xhariep District's waste management.

3.6.2.3 The IWMP in the context of Xhariep District's IEMP

Xhariep District is striving to build a local consensus in the support of recognised sustainable development principles and has accordingly embarked upon a process aiming at a comprehensive Integrated Environmental Management Plan (IEMP) The IEMP Policy acts as a framework and guides local government in its strive to promote sustainable development. The IEMP is based on existing national and international law and legislation and will be implemented through various sector plans and programmes identified in the Integrated Development Plan (IDP).

The Policy also outlines the integrated approach for all projects within the municipality, guiding decision-makers at all levels to accessible and adequate information on adverse environmental effects of the activity in question. This approach enables the opportunity to improve, lessen or put a stop to the planned activity. Furthermore, the IEMP promotes public participation. Sector plans play an important part in the implementation of the IEMP Policy as well as the agreed principles. The IWMP, which is such a Sector Plan, reflects the Vision of Xhariep District, Emanating from the vision, the Waste Management Vision for the Xhariep District Municipality is summarised as follows:

- All citizens of Xhariep District are provided with adequate, affordable and accessible waste management services.
- The amounts of general waste as well as hazardous waste are reduced by waste minimisation and recycling (incorporating sorting-at-source), limiting the amounts of waste going to landfill.
- The proper handling, treatment and disposal of all kinds of waste ensure that the adverse impact on the environment and human health and well-being can be minimised or tolerated.
- All waste treatment and disposal facilities are legally permitted and properly operated.
- Informal recycling at landfills has been phased out and replaced with formal employment opportunities in a thriving recycling industry, which promotes local economic development.
- The people living in Xhariep District will be environmentally aware and conscious with a significant knowledge of proper waste management, which they enthusiastically exercise.

3.6.3 XDMM Disaster Management Plan
3.7.1 Introduction

Sustainable development is not possible if disasters are continuously injuring and killing and damaging infrastructure, property and livelihoods. It is important that the relationship between disasters and development is recognised so that proactive action can be taken to eliminate or at least reduce the impact of the consequences of disasters.

When disasters occur, the cost of the disaster sets back development, since projects are often delayed due to the diverting of funds, On the other hand, when disasters occur they provide an

opportunity to rebuild "smarter", i.e. to avoid the likelihood of repetition of the disaster, and to plan for a sustainable and safe future. Development can both increase and reduce the vulnerability of the community. Unsafe or inappropriate development increases vulnerability while adequate attention to risk in the planning of development will reduce vulnerability.

3.7.2 Regulatory Framework

The following legislation and policy regulates Disaster Management in South Africa.

- Green Paper on Disaster Management.
- White Paper on Disaster Management.
- Disaster Management Act (57 of 2002)

3.7.3 Background / Priority Issues

Xhariep District is susceptible to, and has previously experienced, the following disasters:

- Severe Storms, including
- Strong winds
- Hail
- Lightning
- Heavy rain

Mainly in the inland areas

- Wind
  Gales (mostly along coast and at sea)
  Tornados (entire Xhariep District)

- Floods (Entire Xhariep District)
- Drought (Entire Xhariep District)
- Epidemics Various areas
- Fires
- Veld and forest (whole area)
- Informal (informal sector)
- Industrial and commercial (whole area)
- Institutional (schools and hospitals)

3.7.4 Objective

Following the identification of the key problem (priority issue) the following objective for future disaster management development has been formulated:

3.7.5 Strategies

Disasters impact on every community and aspect of community life. It is thus essential that a holistic approach involving the entire community be taken to manage disaster. It is furthermore necessary to build capacity both inside and outside the municipality through partnerships and community participation as well as to include disaster management in developmental planning.

The key disaster management functions for the Xhariep District area are described below:

(a) *Risk and Vulnerability Assessment*

This function helps to identify and map the risks and vulnerabilities that exist within the Xhariep District area so that appropriate prevention, mitigation and response plans and strategies may be developed.

At present, large gaps exist in the information on risk and vulnerability in Xhariep District. Very little risk mapping exists, which is information that is critical for decision-making.

There is an urgent need to conduct a risk and vulnerability assessment and to create risk maps. There will be an ongoing need to keep the information up-to-date.
Risk assessments must be conducted for all major events in the District

(b) *Prevention and Mitigation*

The worldwide focus of Disaster Management is to prevent or mitigate the impact of disasters. This function provides for the identification of existing problems that need intervention, development of strategies and promotion of the need to reduce the risk of disasters occurring, as well as reducing the scale or significance of a given disaster.

A risk and vulnerability assessment must form part of the feasibility study on all new development, so that prevention and mitigation can be built into the project. Prevention and mitigation measures include the following aspects:

- Engineering and construction
- Physical planning
- Economic
- Management and institutional
- Societal

Prevention and mitigation measures must be developed to address the potential risks identified with the hosting of events in the Municipality

(b) *Preparedness*

In spite of prevention and mitigation, disasters will still occur. Therefore, contingency plans must be prepared and evaluated on a regular basis to ensure a co-ordinated response with maximum returns from available resources. Preparedness also involves:

- Institutional framework
- Information
- Resource base
- Warning systems
- Response mechanisms
- Awareness, training and education

(c) *Response*

The preparedness of the city will determine the speed and efficiency of the response. The function includes responding to disasters in accordance with Disaster Plans and ensuring improvements to response actions through evaluation. The key response functions include:

- Evacuation
- Search and rescue
- Safety and security
- assessment of needs

(d) *Relief*

Relief measures are to reduce the suffering of disaster victims, by promoting and supporting community and victim capacity in a manner that promotes independence. To be effective, relief must be:

- Appropriate
- In good condition/of good quality
- In required quantities/at required level
- At the place and time it is needed

(e) *Rehabilitation*

Rehabilitation is the action taken in the aftermath of a disaster to enable basic services to resume functioning, assist victims with self-help efforts to repair physical damage and community facilities, revive economic activities and provide psychological and social support to survivors. Rehabilitation must focus on lifeline services and must be needs driven based on assessment. Lifeline services include:

- Communications
- Water supply
- Power supply
- Roads and transport
- Waste disposal
- Public health

(f) *Reconstruction*

Reconstruction is the full restoration of all services and local infrastructure, replacement of damaged physical structures, the revitalisation of the economy and the restoration of social and cultural life.
It is essential that prevention and mitigation are built into reconstruction and that local capacity is improved on.

3.7.6 Conclusion

The overall task is to develop proactive and reactive integrated disaster management for all communities in the Xhariep District Municipality. All of the key functions discussed above form the total Disaster Management package. Lack of attention to any single function will seriously jeopardise the ability to manage disaster, and will result in unnecessary and avoidable loss and hardship which will impact negatively on sustainability of development.